

Public Higher Education in Vermont

Maximizing the State's Investment

**Report of the Governor's Task Force on Higher Education
November 15, 2009**

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The Task Force and Its Charge

Underlying the creation of the governor's task force on higher education in January 2009 was the stark realization that spending for public education is seriously out of balance in Vermont. The state spends relatively little on early education, among the highest in the nation for primary and secondary education, and among the lowest in the nation for higher education.¹ In light of this, Governor James H. Douglas, proposed a 20% increase in his 2010 budget for early and higher education based on his belief that an investment in lifelong learning is an investment in an individual's economic independence, and that Vermont's public higher education institutions must be affordable and accessible to Vermonters who need education and skills to succeed in the 21st century economy.²

At the same time, the governor sought to inquire whether the current structure, administration, and program offerings of the state's public higher education institutions are appropriate for today's needs. This led him to create "a working task force with the responsibility to find academic and administrative efficiencies that will be achieved through consolidation of our university and state college systems." Although the governor assured the task force that he had no preconceived notion as to what type of consolidation activities might be effective and appropriate, he urged the task force to identify ways to improve services to students and the state and bring greater value to the state's investment. The task force was requested to report back to the governor by November 15, 2009.³

The following members were appointed to the task force:

Stephan Morse (Newfane, Vermont), Chair of the Task Force

Ian Boyce (Fort Wayne, Indiana), Chair of the Board of Trustees, University of Vermont

Gary Moore (Bradford, Vermont), Chair of the Board of Trustees, Vermont State Colleges

Deborah F. McDowell (South Burlington, Vermont)

Dorothy R. (Dodie) Mitchell (Worcester, Vermont)

With the agreement of the governor and the task force chair, Mr. Boyce designated **Frank Cioffi** (St. Albans, Vermont), Vice Chair of the Board of Trustees, University of Vermont, to attend meetings on his behalf.

Staff assistance was provided by Harriet Johnson of the Agency of Administration and Karen Pallas of the Governor's Executive Office.

¹ Inaugural address of Governor James H. Douglas, January 8, 2009.

² *Ibid.*

³ Governor's letter charging the task force (Exhibit 1).

The task force held seven public meetings between April 23rd and October 26th, 2009 and heard testimony from 34 witnesses.⁴ As required by the governor's executive order,⁵ a public hearing was held on November 5, 2009.

The task force gratefully acknowledges the assistance of the Vermont State Colleges and University of Vermont in arranging presentations by faculty and administration witnesses and in providing valuable historical, statistical, and other information used in this report. VSC Chancellor Timothy J. Donovan, former Chancellor Robert G. Clarke, and UVM President Daniel M. Fogel, along with their senior staff members, Senior Vice President Karrin Wilks (VSC) and Vice President Karen Meyer (UVM), regularly attended meetings and made invaluable contributions. Other staff members, including Sally Fox (VSC) and Gretchen Babcock (UVM), assisted the task force in numerous ways. The task force is particularly indebted to Seth Bowden of the Greater Burlington Industrial Corp. for helping to prepare and edit the final report.

⁴ List of witnesses and their affiliations Attachment 2 (Exhibit 4).

⁵ Executive Order, University of Vermont-Vermont State Colleges Task Force, March 12, 2009 (Exhibit 3).

Executive Summary

The University of Vermont was chartered in 1791 as a private university. It merged with the state's land-grant agricultural college in 1865, and became a state instrumentality in 1955, when the legislature added public trustees and began providing state financial support. The Vermont State Colleges began as separate teachers training schools ("normal schools") in 1866. In the early 1900s the normal school in Randolph became the state's agricultural training institution, and the other normal schools were re-designated as state teachers colleges in 1940. In 1961 the legislature created the Vermont State Colleges, a new corporation to oversee the teachers colleges and the agricultural and technical institute at Randolph. The Community College of Vermont was added to the VSC system in 1973.

Governor James H. Douglas created the University of Vermont-Vermont State Colleges Task Force in March 2009 "to identify academic and administrative efficiencies that could be achieved through consolidation, re-design, or other reorganization of the existing systems." The task force held a series of public meetings and one public hearing during 2009 and developed a number of recommendations.

It first addressed the key question of whether the institutions should simply be merged but concluded that a merger is unlikely to achieve significant cost savings or service benefits and potentially could result in negative impacts on students if academic programs and facilities were terminated, consolidated, or relocated.

The task force then turned its attention to finding alternative ways to achieve academic and administrative efficiencies by encouraging and supporting the culture of collaboration that already exists at the institutions. After reviewing a number of proposals for both formal and informal oversight structures to foster these collaborations, it recommended a commitment by the institutions to identify and implement collaborative activities on an ongoing basis. The commitment would be formalized in a memorandum of understanding signed by the president and chancellor and endorsed by their boards of trustees, and the memorandum would require annual reporting to the governor and the Commission on Higher Education Funding. The task force suggested the state commissioner of education join in the memorandum to participate in matters involving K-16 educational programs.

The task force also looked at Vermont's funding of public higher education relative to other components of the system. The university and the state colleges currently receive about 16% and 17%, respectively, of their annual general fund revenues from the state, with the remainder coming mainly from student tuition payments. While making no recommendations regarding appropriations for UVM and VSC, the task force did point out that state funding levels high tuition costs have critical consequences for students and their families and for the state as a whole. If this remains unchanged, Vermont will find its students increasingly challenged to afford to attend college in the state and will be deprived of the well-educated citizens and workers it needs in the future.

The governor also called on the task force to identify ways to improve services to students and bring greater value to the state's investment in public education. With this broad mandate, the task force examined some of the barriers to achieving the state's higher education goals. It recommended a greater commitment by policymakers to achieving seamless transitions between high school and post secondary education, and it urged support for a system of Pre-K through 16 public education that is characterized by equitable and adequate public funding at all levels.

Finally, the task force sought to identify some specific areas for possible future collaborations between UVM and VSC. It asked the institutions to compile a list of current collaborations (Attachment 4) and heard from faculty and administrative leaders regarding potential joint activities in agriculture, education, nursing, engineering, economic development and entrepreneurship, and administration. The task force concluded that the very process of bringing these key people together to discuss their programs was beneficial and will encourage further collaborative efforts. The task force also noted the great depth, breadth, quality, and geographic reach of the instructional, research, and outreach programs offered by the institutions and their value to the state.

History of Public Higher Education in Vermont⁶

The University of Vermont

In 1791, shortly after Vermont was admitted to the Union as the 14th state, the General Assembly chartered the University of Vermont as a private institution, and it became the fifth private institution of higher education to be established in New England (after Harvard, Yale, Brown, and Dartmouth). Other private colleges followed in Vermont during the early part of the 1800s including Middlebury College (1800), Norwich University (1819), Castleton Medical Academy (1818), and Vermont College in Montpelier and Green Mountain College in Poultney (both originally organized in 1834 as institutions affiliated with the Methodist Church). These institutions were supported almost exclusively by private funds, and it was not until Congress passed the Morrill Act in 1862 that the State of Vermont began a modest program of public support for higher education.

In 1864 the General Assembly chartered a new-land grant institution under the Morrill Act, the Vermont Agricultural College, and waited to receive pledges for the required matching funds that would determine the location of the new land-grant college. After Middlebury and Norwich rejected the opportunity to help fund the new college, the legislature in 1865 linked the land-grant college with the private University of Vermont in Burlington. The amalgamated institution became, as it is today, The University of Vermont and State Agricultural College, but the private and public components retained their independent identities for 90 years.

In 1955, as the university faced major financial difficulties, the legislature approved a substantial “tuition reduction” appropriation for in-state students at the University of Vermont, and in-state tuition was not allowed to exceed 40% of out-of-state tuition, a requirement that is still in place. At this time, state funding for higher education in Vermont received a major boost, public trustees were added to the university’s board, and the university became an instrumentality of the state.

The Vermont State Colleges

Two years after the founding of the land-grant college, the General Assembly, in 1866, authorized the establishment of three state-supported normal schools⁷ for the training of teachers in the then-existent three Congressional districts of the state. These were located in Castleton, Johnson, and Randolph Center and were supervised in the beginning by the state superintendent

⁶ This section is a brief summary of the historical background presented in a report by Dr. Frank Smallwood, former UVM professor of political science and vice chair of the Board of Trustees of the Vermont State Colleges, titled, *Higher Education in Vermont, Past, Present and Future*, September 1971, and in Professor Smallwood’s written testimony to the Senate Appropriations Committee of the Vermont General Assembly on January 10, 1979 (Exhibits 5 and 6).

⁷ The term “normal school” derives from the French, *école normale*, a teacher training school whose purpose was to establish teaching standards or norms.

of education. Later, oversight of the normal schools was transferred to the state board of education.

Many years later, in 1910, the normal school property in Randolph Center was transferred to the newly created state school of agriculture (not to be confused with the state's land grant college, the Vermont Agricultural College.) The Randolph Center agricultural school was managed by a board of public trustees and later became the Vermont Agricultural and Technical Institute in 1957.

In 1915, the General Assembly authorized state-supported teacher training courses at Lyndon Institute, and in 1947, the normal schools at Castleton, Johnson, and Lyndon were re-designated as state teachers colleges under the supervision of the state board of education.

In 1961, the legislature created a new public corporation, the Vermont State Colleges, to plan, supervise, administer and operate the three state teachers colleges at Castleton, Johnson and Lyndon, the Vermont Agricultural and Technical Institute at Randolph, and "any other state-operated institutions of higher education which may be established."

The Community College of Vermont was established in 1970 by executive order of Governor Deane Davis and funded initially by a federal grant. In 1973 the legislature approved a state appropriation for the Community College and added it to the Vermont State Colleges system.

State Funding of Higher Education

For a number of years, Vermont has made the policy decision to fund public elementary and secondary education at far higher levels, relative to other states, than it funds higher education. To illustrate, Vermont's per pupil spending on K-12 education has been among the top 15% of states for the last decade. When adjusted for regional cost differentials, these national rankings are even higher. At the same time, Vermont's spending on higher education has languished at the bottom of national rankings.

Despite broad legislative expressions of support, state funding for higher education as a function of the institutions' education budgets has been declining steadily in recent years. In FY 2009, the state appropriation provided only 16% of the University's general fund budget, down from 21% in FY 2001.⁸ The Vermont State Colleges' state appropriation represented only 17% of its educational spending in FY 2009, down from 24% in 2001.⁹

The task force learned that Vermont's national higher education appropriation rankings have been among the nation's lowest for many years. In FY 2009, Vermont ranked 48th in the nation for state higher education appropriations per capita and 49th in the nation for appropriations per

⁸ University of Vermont FY 2009 and FY 2001 Sourcebooks (accessed at <http://www.uvm.edu/~isis/fabsb/sb09.pdf> and <http://www.uvm.edu/~isis/fabsb/sb01.pdf> respectively.

⁹ Testimony of VSC Chancellor Timothy J. Donovan, October 28, 2009.

\$1,000 of state income. The state ranked last among the states in dollar appropriations for higher education.¹⁰ These rankings have changed little over the last decade, with Vermont consistently in the bottom 10% of national higher education appropriations by all measures.

The task force asked UVM President Fogel and VSC Chancellor Donovan to engage in the theoretical exercise of calculating the increase needed to bring the state appropriation immediately up to national averages. Their analysis concluded that the state appropriation would need to be doubled to reach the national average as a function of income level or on a per capita basis¹¹. Another analysis points out that state and local funding in Vermont amounted to only 14.4% of revenues received by the institutions in 2006, compared to the national average of almost 40%.¹² By this measure, a 177% increase would be needed to bring state revenues, as a percentage of institutional revenues, in line with national averages.

Another area where Vermont lags in supporting its public higher institutions is the funding of capital construction and improvements. In the last 5 years, the state's combined capital appropriation for both VSC and UVM has totaled \$17 million, or \$3.4 million annually for all public higher education capital expenditures. In the same 5-year period, the state colleges and the university have invested \$440 million in major construction projects on their campuses. Because the state's contribution is only a small fraction of the capital budgets of the institutions, most of the construction costs for new campus buildings and major maintenance on existing facilities must be raised through bonding or other private debt financing. The amortization and debt service on this private financing must be passed on to students through tuition charges.

The task force is not making any appropriation recommendations in this report, but it does believe that public higher education funding levels and tuition costs have critical consequences for students and their families and for the state as a whole. If this remains unchanged, Vermont will find its students increasingly challenged to afford to attend college in the state and will be deprived of the well-educated citizens and workers it needs in the future.

State Higher Education Planning and Collaborative Entities¹³

The state's experience with public higher education planning and collaboration is not new. For a period of time in the 1970s, higher education planning activities were federally mandated in every state under the Higher Education Act, and federal funding supported this effort. From 1969 to 1991, the Vermont Higher Education Planning Commission existed under a series of executive orders and worked to standardize the collection and analysis of cross-institutional data on enrollment, degrees awarded, financial aid, public funding, and other metrics. The

¹⁰ Center for the Study of Education Policy, Northern Illinois University.

¹¹ Memorandum from Timothy J. Donovan and Daniel M. Fogel to the task force (Exhibit 13 c).

¹² *Post Secondary Education 2009*, The Vermont Community Foundation, p.2 (Exhibit 12 e).

¹³ This section is taken from information in *Collaborative Organizations in Vermont Higher Education: Past, Present, and Future*, a memorandum prepared by UVM staff for the task force on May 21, 2009 (Exhibit 10 i).

commission developed policy positions on higher education issues, especially those related to public funding, and studied ways the higher education sector could enhance the economic interests of the state. In 1990, Governor Madeleine Kunin formed a Council of Higher Education Advisors, modeled after the Governor's Council of Economic Advisors, and abolished the commission at the end of her term.

A quarter century before the Higher Education Planning Commission came into existence, the Vermont Higher Education Council, Inc. (VHEC) was formed by then-governor William H. Wills to find ways to serve Vermonters returning from World War II. This organization, made up of the presidents of Vermont's private and public colleges and universities, still meets to develop ways to strengthen and promote higher education in Vermont through common efforts to attract students to Vermont colleges and to coordinate the publication of state-wide higher education data.

The now-dormant Vermont Public Education Partnership (VPEP) was organized by the university, state colleges, and state department of education in the 1990s to address issues of public K-16 education, including dual enrollment, distance learning, educator quality, and the supply of licensed special educators.

In 1999, the Vermont Legislature created the Commission on Higher Education Funding (CHEF) to develop higher education goals and plans and to recommend an annual level of state funding for higher education. All major stakeholders in higher education are appointed to CHEF including legislators, higher education leaders, state administrators, and Vermont citizens. CHEF has developed and promoted several versions of a "compact" between the state and the public higher education institutions that sets goals for educational performance and state funding. The state's annual appropriations for higher education in recent years have been well below the CHEF's recommendation.

In legislation passed this year,¹⁴ the General Assembly created a working group "to develop strategies to expand educational opportunities for Vermont students to succeed in elementary and secondary school and to be prepared to succeed in post secondary education as well." The working group, chaired by the Vermont State Colleges and including the University of Vermont, Association of Vermont Independent Colleges, Vermont Student Assistance Corporation, and the Vermont Department of Education, must report to the legislature by January 2010 and annually thereafter until the strategies are implemented.

The Education Transformation Policy Commission was appointed by the state board of education in early 2009 to propose a policy framework and specific policy recommendations that could best advance education transformation in Vermont. The 16 members of the commission represent a variety of stakeholders in state public education including parents, teachers, administrators, school boards, business leaders, and higher education. This effort seeks innovative ways to improve student aspirations and learning outcomes and prepare students for proficiency in college, careers and citizenship.

¹⁴ Act 38 (H. 405) Laws of 2009.

Each of these groups brings a different focus to the challenges of improving the education continuum in Vermont. The task force hopes that all Vermonters interested in public education will read and consider this report in conjunction with the reports and recommendations of the Act 38 working group and the Education Transformation Policy Commission, both of which are developing innovative ways to increase college aspirations and improve college readiness.

Recommendations

Merger

From the outset, the task force believed that an important part of its charge was to explore the possibility of integrating the University of Vermont and the Vermont State Colleges into a single organizational entity, an idea that was presented in the governor's inaugural address. Institutional consolidation had already been studied and partially implemented by the state college system beginning in 2001, when it undertook an innovative reorganization and combination of its administrative functions. It also created a common course credit and numbering system that facilitates cross-enrollment and provides a seamless transfer processes among its colleges.

Based on the positive outcomes of VSC's consolidation process, the task force sought to examine the potential benefits, difficulties, and risks of a broader structural merger of the university and the state colleges. After reviewing a number of administrative and academic programs at both institutions, the task force concluded that a merger is unlikely to achieve significant cost savings or service benefits and potentially could result in negative impacts on students if academic programs and facilities were terminated, consolidated, or relocated.

Many witnesses testified about the wide variety of academic programs offered by each institution, the diverse populations served—both traditional and non-traditional students--and how those programs complemented rather than competed with one another. This program review was a purposeful exercise, and the task force was impressed with the willingness of faculty and administrators from both institutions to seek ways to deliver these programs more effectively and efficiently through joint collaboration. Examples of these complementary programs are presented elsewhere in this report.

Another factor in the task force's recommendation against merger is the difference in the cultures of the two institutions. In most of the academic areas studied by the task force, the state colleges stressed that their students received more of a practical "hands-on" education, in contrast to the university, where both faculty and students were expected to engage in research-oriented learning. The state colleges take pride in the fact that 83% of their students are Vermonters, a majority of them "first generation."¹⁵ Many of their educational offerings are geared toward meeting the needs of the Vermont workforce. Their residential campuses are located in rural settings, and their statewide community college campuses provide flexible, convenient, and cost-effective educational opportunities for both traditional and non-traditional students. At the same time, the university, which has both graduate and undergraduate students from all fifty states and several foreign countries, a significant African, Latino, Asian, and Native American (ALANA) population, and urban diversity, has been free to evolve as a competitive nationally-recognized institution. It is possible that a merger of organizational identities could negatively affect either or both of these institutional "brands."

¹⁵ First generation students are those whose parents did not complete a college education. 54% of VSC's 2008-2009 students are first generation.

The fact that Vermont students have a rich choice of public higher education opportunities to meet their educational needs at all stages of life is a major advantage inherent in the current organizational structure and one that could be undercut if the institutions are merged under common control and leadership.

It has been suggested that mergers create economic benefits through elimination of duplicative programs and facilities and through economies of scale in purchasing and other administrative services. The task force learned that the state college system already has reorganized to achieve significant administrative savings through joint purchasing and process consolidation, and that adding the university to these efforts would not result in meaningful new benefits. For example, both institutions have recently undertaken major investments in administrative information systems; these systems were selected to meet specific institutional strategies and, consequently, are not the same. In this case, an institutional merger could require additional hardware, software, programming, and training costs to convert to a common system that would serve a merged institution.

The legal complexities of any merger proposal should not be underestimated. Currently, the university is a legislatively mandated amalgamation of a private institution, The University of Vermont, and the publicly created land-grant college, The Vermont Agricultural College. When these institutions were combined in 1865, the legislation provided a detailed structure for joint governance and a process for undoing the arrangement and returning property to the respective institutions if the union failed. Almost a century later, the legislature created the Vermont State Colleges as a public corporation to manage the former state teachers colleges and agricultural school, but it did not provide for any further legal restructuring of these institutions.

Because the institutions have developed along separate tracks, there are many contractual, trust, investment, real estate, pension, collective bargaining, and other legal arrangements that would have to be modified to accommodate a new, consolidated higher education entity. Although the task force did not examine any of these arrangements in detail, it is safe to say that structural consolidation of the institutions would require a major legislative initiative and many political allies, including the leadership of the institutions themselves. The task force has not found this level of internal or external support for a merger proposal.

Merger Alternatives

Having concluded that a structural merger of the Vermont State Colleges and the University of Vermont would not be in the best interests of the institutions or the state of Vermont at this time, the task force turned its attention to finding ways to encourage and support the culture of collaboration that already exists in many academic and administrative areas at the institutions. It sought the ideas of the chancellor and the president and discussed a number of formal and informal options for ensuring that collaborative efforts to benefit Vermont students and the state as a whole are continued and expanded.

In his response to the task force's invitation to suggest a structure for ensuring ongoing collaboration among the state's public institutions,¹⁶ Chancellor Donovan observed that Vermont has chosen, whether actively or passively, a policy of funding public higher education at levels that require the institutions to rely primarily on tuition revenues to survive. This, in turn, compels the institutions to be highly market-driven, innovative, and, for the most part, complementary to, rather than competitive with, one another. His suggestion for a collaborative structure would be a compact between VSC and UVM, endorsed by their respective boards of trustees, which would designate key staff to explore and recommend collaborative programming, resource utilization, and public policy development. These efforts would be reported annually to public and institutional leaders. The Chancellor also suggested that the commissioner of education could be included in discussions on teacher preparation and licensure, dual enrollment, and other issues relevant to a K-16 framework.

President Fogel's response¹⁷ also proposed a voluntary, rather than governmentally imposed, arrangement that could be implemented quickly and without the need for further executive or legislative action or state financial commitment. The arrangement would commit the institutions to joint collaboration and planning discussions and would be formalized in a detailed memorandum of understanding with reporting requirements. President Fogel's plan also would involve the commissioner of education in discussions pertaining to K-12 education.

After reviewing these proposals and others suggested by task force members, the task force endorses the execution of a memorandum of understanding between VSC and UVM, to be signed by the chancellor and president and endorsed by their respective boards of trustees, whereby the institutions agree to initiate discussions to identify and implement joint collaborations that will benefit the institutions, their students, and the state of Vermont. The commissioner of education may join in the memorandum for the purpose of implementing collaborations involving systems and structures to enhance the K-16 educational continuum, especially the recommendations of the Act 38 working group. The memorandum should also contain an agreement to report annually to the governor and the Commission on Higher Education Funding on the status of the discussions and implementation efforts.

Continuum of Education

When the governor charged the task force to find academic and administrative efficiencies in Vermont's public higher education institutions, he also urged it to identify ways to improve services to students and the state and bring greater value to the state's investment. With this broad mandate, the task force looked not only at the administrative and academic programs of the university and state colleges but also at the continuum of public education in Vermont, of which these institutions are such a critical part.

¹⁶ Memorandum from Chancellor Timothy J. Donovan, September 28, 2009, (Exhibit 14 k).

¹⁷ Memorandum from President Daniel M. Fogel, (Exhibit 14 l).

The 2009 General Assembly, in enacting legislation on Pre-K-12 and higher education partnerships (Act 38, H.405) found that,

“...to increase educational attainment among Vermonters, educational partnerships between higher education and the Pre-K-12 educational system are crucial to increasing postsecondary aspirations, increasing the enrollment of Vermont high school graduates in higher education programs, increasing the postsecondary degree completion rates of Vermont students, and increasing public awareness of the economic, intellectual, and societal benefits of higher education.”¹⁸

The task force is mindful that this legislation created a blue-ribbon working group that is currently developing strategies to promote success throughout the educational continuum, and it does not wish to encroach on that group’s mission. Nevertheless, this report would not be complete if it did not reflect the task force’s belief that action is needed to increase the levels of educational attainment in Vermont, particularly the number of Vermonters who obtain college degrees.

Although the personal and public benefits of a college education are well documented,¹⁹ the task force is acutely aware that Vermont high school students are not going on to college in the numbers that will ensure their success and the state’s success in the 21st century knowledge economy. While Vermont’s high school graduation rate exceeds the national average, only 45% of Vermont students attend college immediately after high school, compared to 57% nationally. Witnesses have suggested a number of factors that contribute to this low college continuation rate, including low student and parental aspirations, financial barriers, and poor college preparation.

Low aspiration levels for college have been a concern of the Vermont Student Assistance Corporation for many years. VSAC’s mission is to ensure that Vermonters have the necessary financial and informational resources to pursue their education beyond high school, and its college and career counseling activities are designed to raise aspiration and continuation rates in the state. VSAC has discovered that decisions not to attend college are being made earlier in the educational continuum—often in middle school. For reasons that are not fully understood by VSAC, many parents of today’s elementary and secondary school students no longer believe that education is the key to prosperity for the next generation. VSAC also finds that school guidance counselors are not able to provide today’s students and families with the level of career counseling that past generations received because of competing demands on their time. VSAC outreach activities are filling some of this information gap, and VSAC research shows that

¹⁸ Act 38, Laws of 2009, Section 1(e).

¹⁹ See, for example, *Ensuring Vermont’s Economic Future: Investing in our Next Generation*, Handout in connection with the testimony of Scott Giles, Vice President for Policy, Research, and Planning, Vermont Student Assistance Corporation, July 9, 2009 p. 1 (Exhibit 12 d) ; *Post Secondary Education 2009*, The Vermont Community Foundation, p.1 (Exhibit 12 e) ; and *Greater Expectations, College as a Right and Responsibility for all Maine People*, pp. 8-9 (Exhibit 10 k).

timely career and college counseling, especially for first generation and low income students, markedly improves their post-secondary continuation rates.²⁰

The financial burdens of college tuition and educational debt are especially hard on Vermont families, which incur 25% more debt for a bachelor's degree than the national average.²¹ Tuition at the university and state colleges is higher than national averages due to the low level of state support for these institutions. Although VSAC and Vermont colleges and universities, public and private, provide high levels of financial aid for Vermonters, the task force believes that financial concerns still present a significant barrier to achieving a college education in Vermont.

Inadequate academic preparation in high school is another barrier to college continuation and success. All of the VSC colleges report providing some remedial courses for incoming students, and CCV estimates that as many as 40% of its students need academic remediation. The Vermont Community Foundation suggests this is because Vermont's K-12 system has not aligned its high school standards and assessments with college- and career-ready expectations.²² At the same time, both the university and the state colleges report extensive outreach efforts to Vermont high schools to ensure that the schools are aware of the level of academic preparation necessary for admission and success at their institutions.

The higher education institutions also strive to connect with individual students in an effort to ease the transition from high school to college. One example is VSC's Introduction to College Studies program, a grant-funded 26-hour non-credit course designed to help high school students develop strategies for college success. Students who successfully complete the course can apply for a free voucher to take a dual-enrollment course at any VSC college, UVM, or selected private colleges in the state. Other dual-enrollment opportunities at the university and state colleges allow high school students to accelerate their higher education programs by as much as a full year, or simply to sample college-level work to see if they can be successful. There are many other curricular enrichment programs supported by the colleges and their faculty that expose high school students to college-level learning experiences.²³

The task force believes that maximum educational attainment by its citizens can be achieved only if Vermont fully supports a continuum of Pre-K through 16 public education through equitable and adequate public funding at all levels. A policy commitment is also needed to achieve seamless transitions between high school and post-secondary education, including

²⁰ *Ensuring Vermont's Economic Future: Investing in our Next Generation*, Handout in connection with the testimony of Scott Giles, Vice President for Policy, Research, and Planning, Vermont Student Assistance Corporation, July 9, 2009 p. 7 (Exhibit 12 d).

²¹ *Post Secondary Education: A Look at the Data*, Handout from The Vermont Community Foundation, July 9, 2009, p. 9 (Exhibit 12 f).

²² *Ibid*, p. 17 (Exhibit 12 f).

²³ Examples include the Governor's Institutes in Arts, Science and Technology, Mathematics, Asian Studies, and other subjects; UVM's summer university, World Debate Institute, and Summer arts programs, and VTC's Vermont Academy of Science and Technology.

support for dual enrollment, advanced placement, accelerated enrollment, “gap years,”²⁴ and other innovative transition strategies. Finally, this effort to foster a Pre-K-16 educational continuum must have strong backing at the highest levels of political and educational leadership.

²⁴ A “gap year” is a popular term for time spent between educational stages. Gap years commonly occur between high school and college and typically involve independent study, travel, volunteer or work experiences, or a combination of these.

Areas of Possible Future Collaboration

Over the course of its deliberations, the task force became aware of numerous collaborative efforts that already exist between the university and the state colleges. A partial list of these programs is attached to this report.²⁵

The task force chose to examine in detail six specific areas of academic and administrative activity with the help of faculty and administrators from the institutions.²⁶ The task force sincerely appreciates their time and effort in traveling to Montpelier to make presentations, answer questions and exchange ideas with their institutional counterparts. As a result of these interesting and informative discussions, the task force has identified several areas that could be explored for future collaboration.

Agriculture

The 2+2 FARMS program is often cited as an example of a successful collaboration between VSC and UVM that provides significant benefits to students as well as the state. Funded by the legislature with administrative support from the institutions, the program provides scholarships to approximately 20 Vermont students (five in each class), who earn a two-year associate's degree in dairy science at Vermont Technical College, followed by a semester at the Miner Institute in New York and three more semesters completing a bachelor's degree in animal science or agricultural economics at the University of Vermont. In return for the state's financial assistance, the students are expected to pursue agricultural careers in Vermont following graduation.

The task force looked into whether this type of "2+2" experience (i.e., two years earning an associate's degree at one institution followed by a seamless transition to the second half of a bachelor's degree program at another institution) could be replicated in other curricular areas. It learned that there are several of these arrangements between VSC schools and the university,²⁷ which are formalized in various *ad hoc* articulation agreements, and that within VSC schools, a student can transfer easily from one degree program or school to another. The task force would like to see the university and state colleges examine their degree programs in all areas to identify other opportunities to facilitate the transition of Vermont students from 2-year programs at any institution to 4-year programs at another.

²⁵ See Attachment 4 (Exhibit 15 c).

²⁶ The names and affiliations of these witnesses are listed in Attachment 2 (Exhibit 4).

²⁷ A list of articulation agreements between the state colleges and the university is found in Attachment 4 (Exhibit 15 c). These agreements generally provide guaranteed admission to the university, subject to space availability, for VSC students who have successfully completed associate's degree requirements and maintained minimum academic standards. The agreements also establish the type and amount of course credit that will transfer between the institutions.

Another area cited by Vermont Technical College for possible collaboration with the university involves federally funded land-grant programs. The University of Vermont has been the state's land grant institution under the Morrill Act since 1865. As such, it receives federal funding for agricultural research at the university's Agricultural Experiment Station. The university also receives federal funds to disseminate the results of that research to the state's agricultural community and to support other outreach initiatives related to the land grant mission through UVM Extension. Agricultural administrators from both institutions agreed to try to identify opportunities for Vermont Technical College to participate in these federally funded programs.

The university and VTC manage several working farms that provide practical, hands-on agricultural experience for their respective students. Although the task force understands that these facilities must remain conveniently accessible to students on each campus in order to serve their purposes and therefore cannot be consolidated, the institutions could explore ways to manage and utilize these and other agricultural facilities jointly.

Education

Both the university and the state colleges offer many degree and certificate programs in educator training. These include undergraduate and pre-service training, graduate education for teachers and administrators, and a wide variety of in-service training opportunities tailored to the needs of teachers and their schools. The institutions, especially the university, conduct research on a range of topics that have direct applicability to the Vermont educational environment. This programmatic richness provides aspiring and existing educators with a wide choice of career-enhancing opportunities.

The task force learned that there are a number of collaborations among Vermont higher education institutions—public and private—whose common goal is to train and support highly qualified teachers in K-12 schools. Programs such as the Vermont Middle Grades Professional Collaborative, Vermont Higher Education Collaborative, Vermont Mathematics Initiative, and Vermont Science Initiative provide specialized in-service training and graduate-level courses for Vermont educators taught by the faculty of the colleges and university. The task force applauds these collaborations and looks forward to the report and recommendations of the Education Transformation Policy Commission for additional ways to link the resources of the state's many educator training programs.

According to testimony, a potential barrier to institutional collaboration in some educator preparation programs appears to be differing accrediting standards. University programs are accredited by the National Council for Accreditation of Teacher Education (NCATE), while VSC programs are governed by the state's Results Oriented Program Approval Process (ROPA).²⁸ The task force understands the value of national accreditation for graduates who may seek jobs in other states as their careers advance. It also believes that additional collaboration among the colleges could provide opportunities to expand the geographical distribution of

¹ See *Preparing High Quality Educators for 21st Century Schooling*, Report of Fayneese Miller, PhD, Dean, College of Education and Social Services, University of Vermont. p. 1-5 (Exhibit 13 f) for a table comparing these standards.

student teacher placements throughout the state. The task force encourages the colleges to continue to work on ways to ensure the highest quality student teaching experiences for students in both institutions.

Nursing

In the area of nursing education, the task force learned that the state's nursing programs are differentiated and highly complementary. The nursing programs at Castleton State College and Vermont Technical College offer the associate's degree, leading to licensure as a registered nurse. VTC also offers a practical nurse certificate. UVM offers only bachelor's and master's level nursing preparation, the latter leading to nurse practitioner and other advanced practice credentials. The university is developing a doctoral program in nursing practice, and Castleton plans to offer a nursing bachelor's degree in the near future. In addition to campus-based programs, in the Randolph and Castleton areas, distance learning and satellite campus instruction are offered throughout the state so that in-service and re-entry nurses can enhance their skills and credentials.

Articulation agreements exist between the associate degree nursing programs at Castleton and VTC and the university's bachelor's degree program. These provide the opportunity for RNs to take nursing courses at UVM and non-nursing courses in the state college system. Although there are two different national accrediting bodies governing the state college and university nursing programs, careful coordination of course content by the respective institutions has created an efficient and successful educational continuum for nurses in the state.

Although Vermont, like the rest of the nation, is experiencing a nursing shortage, a far greater problem for the state's nursing schools is the acute shortage of nursing faculty. Currently the state's nursing programs are operating at capacity and are turning away qualified applicants because of limits on class size resulting from accrediting standards that limit the ratio of students to qualified faculty, who must hold a master's degree in nursing. Although the legislature has funded a modest educational loan repayment program to attract faculty to the state's nursing schools, the task force believes a more effective strategy is to increase the supply of potential nurse educators already in Vermont by strengthening the graduate level programs at the university, which train nurse educators. Another limitation on nursing programs at Vermont institutions is the supply of qualified supervisors for clinical placements that allow students to practice their skills in real-life settings. The task force wonders whether a collaborative effort by all the state's nursing schools could address this problem.

Engineering

Although "engineering" is the generic term used to describe degree programs at both Vermont Technical College and the University of Vermont, the task force learned that each institution's programs serve complementary but vastly different educational objectives. VTC offers associate's and bachelor's degrees in a variety of *engineering technology* fields, which are not the same as *engineering* disciplines. Witnesses explained that engineering is a high-level,

theoretical, mathematically-based branch of learning that develops new technologies, whereas engineering technology is the discipline that applies existing technology to solve practical problems. Challenged by new demands in engineering education, the university's engineering school is developing more innovative and holistic approaches to its curriculum, a change that has seen its enrollment almost double over the last five years. The success of the VTC program has led to expansion to the Williston campus, and VTC graduates are highly valued by Vermont employers.

In spite of the different goals and philosophies of these programs, the task force was told that opportunities do exist for increased collaboration. While the current articulation agreement facilitates the transition of VTC's associate's degree graduates to UVM's program by clarifying transfer credit policies, only about six or seven students a year take this route. More collaborative recruiting efforts could increase this number, as well as make it easier for certain UVM engineering students to complete their bachelor's degree in one of VTC's engineering technology fields. VTC also believes the university could help devise strategies for increasing the number of VTC graduates who are admitted to engineering graduate schools, including UVM's. Research is another area suitable for increased collaborative activities, particularly in the design and construction of customized research equipment.

Economic Development and Entrepreneurship

It is well known that higher education institutions are a major driver of economic activity in their states. They often provide the principal employment base for their regions, purchase millions of dollars in goods and services, invest in multi-million dollar construction projects, and support the retail economy through student and visitor spending. Educational institutions also serve as an important resource for the business community, supplying innovations that create new companies, management and technical expertise to assist developing businesses, and educational programs to maintain a highly skilled workforce.

The task force wanted to explore ways in which the university and state colleges contribute to Vermont's economic development to see whether additional collaborative efforts could enhance these contributions. After hearing from a number of witnesses, the task force concluded that the institutions' economic development activities are extensive, widely diversified, complementary, and highly valued.

In 1992, a group of concerned citizens recognized a need to bring together the high quality research of the state's colleges and universities with the entrepreneurial capacity of the business sector and the support and collaboration of state government in ways that would benefit the Vermont economy and all Vermonters.²⁹ The result was the Vermont Technology Council, a largely volunteer alliance of partner organizations that has developed, updated, and overseen the implementation of a master Science and Technology Plan for the state. The task force invited the Technology Council to present information on how the university and state colleges are contributing to the state's economic vitality through various technology initiatives.

²⁹ Vermont Technology Council Presentation to the Governor's Higher Education Task Force, September 28, 2009, prepared by Paul Hale, Ph.D., Executive Director (Exhibit 14 e).

According to the Technology Council, UVM receives over \$130 million in grant-funded research and contracts annually. When these research ideas are ready to move from the laboratory to the marketplace, UVM's technology commercialization program works with entities like the Vermont Center for Emerging Technologies (VCET), which provides business incubation, infrastructure and business mentoring for early stage entrepreneurial technology firms. VCET is an independent entity co-located on UVM's campus. The university also serves as host to Vermont's Experimental Program to Stimulate Competitive Research (EPSCoR). EPSCoR is not only a conduit for distributing federal scientific research funding to public and private schools and colleges in the state, including high schools, but it also plays a key role in helping small high-tech companies grow their businesses in Vermont through the Small Business Innovation Research (SBIR) program.

Vermont Technical College is home to both the Vermont Manufacturing Extension Center (VMEC) and the Small Business Development Center (SBDC). These entities provide consulting services to manufacturers and small business owners. VMEC is the Technology Council's key partner in helping to connect Vermont companies and inventors with investors, distributors, licensees, and other manufacturing resources throughout the world. SBDC works closely with VTC and the Community College of Vermont to provide a wide variety of workforce training for Vermont businesses.

The Technology Council representatives had a number of suggestions for future collaborations among all higher education institutions on efforts to promote a vibrant, competitive, and diversified economy in the state. One idea is to make use of media, grass roots organizations, and other communications tools to reach out as broadly as possible to publicize available funding and partnership opportunities.

Another proposal is to establish a common technology commercialization office for all academic research. Currently, lack of scale and staff expertise keep colleges, other than UVM, from offering these services to their faculty and students. Another idea, a common internship clearinghouse among all colleges and universities, could be implemented easily and would improve access to and quality of services for both students and employers. Finally, there was recognition that neither the state colleges nor the university currently provides an academic major or dedicated minor in entrepreneurship. To encourage the next generation of employers in the Vermont economy, the development of a common entrepreneurship curriculum, along with an educational debt reduction program for recent graduates, would help young entrepreneurs start businesses, obtain credit, and remain in the state.

Administration

In the administration of academic programs, the key interface between the university and the state colleges is the transfer process. Although the state college system has developed a uniform course numbering system that ensures seamless transfer of academic credit among all of its colleges, this level of course transferability does not exist with the university. Under the university's academic policies, each academic department is responsible for evaluating the

content and rigor of courses offered by other institutions and assigning the subject area, course equivalent, and amount of academic credit, if any, that will be accepted by the university.

To make the outcome of this process more transparent to students planning to transfer to the university, as well as UVM students seeking to take courses at another institution, the university has created an interactive, web-based listing of courses from many colleges and universities, including all of the state colleges, along with their UVM course equivalents and the amount of academic credit that has been accepted in the past. Although the listing is not a substitute for official evaluation of transfer credit, the university makes every effort to keep the information as current as possible, especially for VSC courses. In some cases, proposed courses at the state colleges are evaluated by UVM in advance in order to ensure transferability.

The task force encourages VSC and UVM registrars to continue their cooperative efforts to facilitate the transfer of academic credit among their institutions and to ease the movement of students from one institution to another through articulation agreements and efficient, student-friendly transfer procedures.

The task force did not examine the operations side of higher education administration (e.g., purchasing, security, financial management, personnel management, etc.) or try to identify collaborative opportunities in these areas. It recognizes that the university and the state colleges are both large enough organizations to engage experts in these fields who can help maximize operational efficiencies—either alone or collaboratively. However, the task force discussions did touch on the value of efficiencies in the deployment of educational and other technologies. The institutions' key information systems, while not compatible in all areas, do import and export data in common formats utilized by state and federal agencies, including the Vermont department of education, other schools and colleges, and external users. The task force strongly encourages the institutions to explore the use of common educational technologies that will support and encourage academic collaboration and achieve cost savings where possible.

Conclusion

The task force would like to express its appreciation to Governor Douglas for providing the occasion to examine, deliberate, and report on the important issues of public higher education reflected in these pages. It believes the effort was certainly worthy of the time and resources expended by the task force members, the state, and the institutions.

During its deliberations, the task force achieved a heightened appreciation of the value of the educational opportunities available in our small state. The depth, breadth, quality, and geographic reach of the instructional, research, and outreach programs offered by the institutions are noteworthy. And for the most part, these programs, and their institutional sponsors, complement one another with little unnecessary duplication or competition. Under this arrangement, each institution is free to focus and build upon what its particular market needs and what it does well. This is one of the principal reasons we did not recommend a comprehensive merger of the institutions, believing instead that a memorandum of understanding would be a mutually advantageous action.

The task force has been impressed not only by the long list of collaborative efforts that currently exist between the institutions, but also by the willingness of faculty and administrators to expand these partnerships in order to better serve students and the state. It believes that the very process of bringing these key people together to discuss their programs was beneficial for both VSC and UVM, and will encourage further collaborative efforts.

Despite the positive conclusions about the quality and efficiency of Vermont's public higher education institutions, significant barriers still exist for Vermonters seeking a college education. These include high cost, low student and parental aspirations, and inadequate academic preparation. The task force looks forward to the time when undergraduate college and other post-secondary education in Vermont is adequately supported and fully integrated into a public K-16 educational model.

Attachments

1.	Executive Order creating the University of Vermont-Vermont State Colleges Task Force, March 12, 2009 (Text)	26
2.	List of Witnesses	28
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4.	Partial List of Collaborations between and among the University of Vermont and the Vermont State Colleges	34
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**STATE OF VERMONT
Executive Department**

**EXECUTIVE ORDER
[University of Vermont-Vermont State Colleges Task Force]**

- WHEREAS,** Vermonters are fortunate to be served by strong institutions of post-secondary education, particularly our publicly-supported University of Vermont and Vermont State Colleges System; and
- WHEREAS,** a college education has become critically important to every Vermonter as we seek to compete in a more competitive global economy; and
- WHEREAS,** in these particularly challenging economic times, we must take steps to provide additional financial support to our post-secondary institutions and to call upon those institutions to be affordable and accessible to Vermonters who need education and skills to succeed in the 21st century; and
- WHEREAS,** the Governor's Fiscal Year 2010 recommended budget includes a 20% increase in the State's support of higher education; and
- WHEREAS,** with increased support comes an obligation to ensure that the recipients of that support are poised to provide Vermonters with the structure, administration and program offerings that are the most appropriate for the needs of Vermonters today; and
- WHEREAS,** a review of the delivery of educational services within the existing structures of the University of Vermont and the Vermont State Colleges is necessary to determine whether current system designs can be improved and bring greater value to the State's investments and that of our students; and
- WHEREAS,** with a commitment to progress, we can establish a higher education system better positioned to meet the needs of the student bodies.

NOW THEREFORE, I, James H. Douglas, by virtue of the power vested in me as Governor, do hereby create a University of Vermont-Vermont State Colleges Task Force. The UVM-VSC Task Force shall be comprised of five members including the Chair of the Board of Trustees for the University of Vermont, *ex officio*, the Chair of the Board of Trustees for the Vermont State Colleges, *ex officio*, and three public members appointed by the Governor. The Governor shall appoint the Chair. Administrative support shall be provided by the Agency of Administration. To the extent funds are available, public members may receive actual and necessary mileage reimbursement pursuant to 32 V.S.A. § 1010(e).

The Task Force shall be advisory to the Governor and shall examine the status of the University of Vermont and the Vermont State Colleges System and identify academic and administrative

efficiencies that could be achieved through consolidation, re-design or other re-organization of the existing systems. In carrying out its duties and functions, the Task Force shall consult with representatives of all facets of Vermont secondary and post-secondary education and any other entity or individual that the Task Force determines necessary to carry out its responsibilities. The Task Force shall hold one or more public hearings to obtain input from Vermonters. The Task Force shall report its findings and recommendations to the Governor on or before November 15, 2009.

This Executive Order shall take effect upon signing and shall expire on March 15, 2010 unless earlier repealed.

Witness my name hereunto subscribed and the Great Seal of the State of Vermont hereunto affixed at Montpelier this 12th day of March, 2009.

James H. Douglas, Governor

By the Governor:

Heidi M. Tringe, Secretary of Civil and Military Affairs

EXECUTIVE ORDER NO. 03-09

Attachment 2

Governor's Higher Education Task Force List of Witnesses

April 23, 2009

James H. Douglas, Governor, State of Vermont

Daniel M. Fogel, President, University of Vermont

Robert G. Clarke, Chancellor, Vermont State Colleges

May 21, 2009

Chris Lucier, Vice President for Enrollment Management, University of Vermont

Keith Williams, University Registrar, University of Vermont

Karrin Wilks, Senior Vice President, Vermont State Colleges

June 4, 2009

Ty Handy, President, Vermont Technical College

Armando Vilaseca, Commissioner of Education, State of Vermont

Luther F. Hackett, Former Chair of the Board of Trustees, University of Vermont

Lisa Ventriss, President, Vermont Business Roundtable

Timothy J. Donovan, Chancellor, Vermont State Colleges

July 9, 2009

Timothy J. Donovan, Chancellor, Vermont State Colleges

Scott Giles, Vice President of Policy, Planning and Research, Vermont Student Assistance Corporation

Susan Stitely, President, Association of Vermont Independent Colleges

Holly Tippet, Vermont Community Foundation

Chris Dutton, Program Director, Diversified Agriculture Program, Vermont Technical College

Thomas C. Vogelmann, Dean of the College of Agriculture and Life Sciences, University of Vermont

Douglas O. Lantagne, Dean and Director, University of Vermont Extension

August 31, 2009

Jane Knodell, Interim Provost, University of Vermont

Faynese Miller, Dean, College of Education and Social Services, University of Vermont

Karrin Wilks, Senior Vice President, Vermont State Colleges

John F. Paul, Assistant Director, Castleton Center for Schools

September 28, 2009

Anna Gerac, Director of Nursing Education Programs, Vermont Technical College

Joseph Mark, Academic Dean, Castleton State College

Patricia Prelock, Dean of the College of Nursing and Health Sciences, University of Vermont

Jeanine Carr, Interim Chair, Department of Nursing, University of Vermont

John Kidder, Associate Professor of Mechanical Engineering, Vermont Technical College

Domenico Grasso, Dean, College of Graduate Studies and Vice President for Research, University of Vermont

John Evans, Vice Chair, Vermont Technology Council

Judith Van Houten, State Director, Vermont EPSCoR Program

Bob Zider, Director and CEO, Vermont Manufacturing Extension Center

Linda Rossi, Asst. State Director, Vermont Small Business Development Center

Mark Blanchard, Technology and Commercialization Advisor, Vermont Small Business Development Center

David Bradbury, President, Vermont Center for Emerging Technologies

Paul Hale, Executive Director, Vermont Technology Council

Governor's Higher Education Task Force List of Exhibits

1. Letter to Mr. Stephan Morse from Governor James H. Douglas, February 3, 2009
2. Press release announcing creation of the University of Vermont-Vermont State Colleges Task Force, February 4, 2009
3. Executive Order creating the University of Vermont-Vermont State Colleges Task Force, March 12, 2009
4. List of witnesses appearing before the task force
5. Higher Education in Vermont: Past, Present and Future, Frank Smallwood, September, 1971
6. Higher Education in Vermont, Background Testimony, Senate Appropriations Committee, Frank Smallwood, January 10, 1979
7. Commission on Higher Education Funding, background memorandum, UVM Office of Federal, State and Community Relations, January 26, 2007
8. Table of 50-states' Post-Secondary Governance Structures, Education Commission of the States, October, 2007
9. **Thursday, April 23, 2009**
 - a. Agenda for Thursday, April 23, 2009 meeting
 - b. Meeting minutes for Thursday, April 23, 2009
 - c. 2009 University of Vermont Sourcebook
 - d. University of Vermont presentation to the Governor's Higher Education Task Force, April 23, 2009
 - e. Vermont State Colleges presentation to the Higher Education Task Force, April 23, 2009
10. **Thursday, May 21, 2009**
 - a. Agenda for Thursday, May 21, 2009 meeting
 - b. Meeting minutes for Thursday, May 21, 2009
 - c. Chart-UVM Transfer Applicants, Admits and Enrolls from Vermont State Colleges, 2001–2008
 - d. Chart-Graduation Rate: Percent of VSC Transfers attaining UVM degree within 4 years , May 15, 2009
 - e. Chart-Average GPA at Start of Second UVM Year and at Time of Graduation for VSC Transfers, May, 15, 2009
 - f. Compact with the State of Vermont--Higher Expectations for Vermont: The Sixty Percent Solution, Increasing Educational Attainment for a Stronger Vermont, undated draft
 - g. Vermont State Colleges Articulation Agreements --with Tech Centers, CCV, and Outside Schools 2009

- h. Vermont State Colleges: Opportunities for Collaboration: VSC and UVM, May 21, 2009
- i. Collaborative Organizations in Vermont Higher Education: Past, Present and Future, May 21, 2009
- j. Merger Task Force Bibliography, May 2009
- k. "Greater Expectations: College as a Right and Responsibility for all Maine People"; College for ME, Prepared by John O. Harney, May 2004
- l. "Double the Numbers: Kentucky's Plan to Increase College Graduates"; Kentucky Council on Postsecondary Education, October 2007

11. Thursday, June 4, 2009

- a. Agenda for Thursday, June 4, 2009 meeting
- b. Meeting minutes for Thursday, June 4, 2009
- c. Vermont Technical College brochure and map
- d. Becoming "the Knowledge State": The Vital Importance of Higher Education in Vermont's 21st Century Economy, Report from the Vermont Business Roundtable, January 2004
- e. Having the Courage to Change: How We Can Avoid the Coming Workforce Crisis, Report from the Vermont Business Roundtable, 2006

12. Thursday, July 9, 2009

- a. Agenda for Thursday, July 9, 2009 meeting
- b. Meeting minutes for Thursday, July 9, 2009
- c. 2006 NCHEMS K-16 Pipeline, Bureau of Labor Statistics, 2008
- d. Ensuring Vermont's Future: Investing in our Next Generation, Testimony before the Higher Education Task Force, Scott Giles, Vermont Student Assistance Corporation, July 9, 2009
- e. Understanding Vermont: Postsecondary Education 2009, the Vermont Community Foundation
- f. Postsecondary Education: A Look at the Data" (Data supplements to "Postsecondary Education 2009," the Vermont Community Foundation)
- g. Diversified Agriculture: Enrolling Fall 2009, Vermont Technical College admissions pamphlet
- h. Association of Vermont Independent Colleges handout
- i. RFP for "Making Opportunity Affordable," Lumina Foundation for Education, June 29, 2009

13. Monday, August 31, 2009

- a. Agenda for Monday, August 31, 2009 meeting
- b. Meeting minutes for Monday, August 31, 2009
- c. Memorandum, "Response to Question on Funding Vermont Higher Education at National Average" from Timothy J. Donovan, Chancellor, Vermont State Colleges and Daniel Mark Fogel, President, University of Vermont, undated

- d. Memorandum transmitting VSC Manual of Policy and Procedures--Review and Approval of Existing Academic Programs-- Policies 101 and 109, From Gary Moore, Trustee, July 13, 2009
- e. Memorandum transmitting material on UVM Academic Program Review, from Ian Boyce, Chairman of the Board, August 26, 2009
- f. Preparing High Quality Educators for the 21st Century Schooling, Report from Fayneese Miller, PhD, Dean, College of Education and Social Services, The University of Vermont, August 31, 2009
- g. Slide presentation from Castleton Center for Schools, August 31, 2009
- h. "College for Every Student (CFES)" 2009 Annual Report
- i. Chart-Vermont Programs Approved for the Preparation of Educators, Vermont Department of Education, May 2009
- j. Chart-High School Graduation Requirements/College Admissions Requirements, July 2009
- k. Charts-UVM Retention Rates and Graduation Rate Benchmarks/List of Public Doctoral/Research Extensive Institutions
- l. Act No. 38, An act relating to preK-12 and higher education partnerships (H.405)
- m. Vermont Higher Education Collaborative, Courses, Program & Workshop Opportunities, Fall 2009
- n. How Are the Children? A Step toward the Transformation of Education in Vermont, Vermont State Board of Education-Department of education, October 3, 2007
- o. Chart-New Students Needing Remediation at the VSC and Course Placements in Remedial classes-Fall 2008, February, 5, 2009
- p. Vermont State Colleges High School Retention Data, August 27, 2009
- q. Brochure-Vermont State Colleges Dual Enrollment Program, June 2009
- r. Chart-Retention of First Time Full-Time Freshman by College, VSC, October 31, 2009
- s. Chart-Graduation Rates of VSC Colleges, April 7, 2009
- t. Chart-Employment of VSC Graduates 6-12 Months from Completion, February 5, 2009

14. Monday, September 28, 2009

- a. Agenda for Monday, September 28, 2009
- b. Meeting Minutes for Monday, September 28, 2009 meeting
- c. VTC Department of Nursing handout
- d. UVM College of Nursing and Health Sciences, Department of Nursing handout
- e. Vermont Technology Council Presentation to the Governor's Higher Education Task Force, September 28, 2009
- f. Vermont EPSCoR handouts: Impact of EPSCoR NSF grants in the state of Vermont; Impact of VGN in the State of Vermont: IDeA Network of Biomedical Research Excellence (INBRE) Phase, July 1, 2005 – Present; VGN Fact Sheet; VGN Mission Statement: INBRE Phase 1, June 1, 2005 – May 31, 2010; Vermont IDeAs

- g. Vermont Manufacturing Extension Center folder: VMEC handout; VMEC Workshop Schedule (Fall 2001); VMEC 2008 Impact Report; "Next Generation Manufacturing: Attributes for Success"; VMEC Today (Summer 2009 newsletter)
- h. Vermont Small Business Development Center, Network of Business Assistance handout
- i. Vermont Center for Emerging Technologies handout
- j. Vermont Academy of Science and Engineering, handout
- k. Memorandum in response to task force's request to submit ideas regarding formal collaboration structure and additional areas of collaboration, Timothy J Donovan, VSC Chancellor, September 28, 2009
- l. Memorandum in response to task force's request to submit ideas regarding formal collaboration structure and additional areas of collaboration, Daniel Mark Fogel, UVM President, September 28, 2009

15. Monday, October 26, 2009

- a. Agenda for Monday, October 26, 2009 meeting
- b. Meeting Minutes for Monday, October 26, 2009 meeting
- c. Partial List of Collaborations between and among the University of Vermont and the Vermont State Colleges

PARTIAL LIST OF COLLABORATIONS
between and among
The University of Vermont and the Vermont State Colleges*

ADMINISTRATIVE COLLABORATIONS

Academic Administration

▪ **Articulation Agreements**

Articulation agreements govern the transfer of academic credit between institutions, and other transfer procedures and criteria. The following VSC colleges and UVM departments have entered into agreements governing the transfer of academic credit from VSC colleges to the university:

- CCV and UVM College of Arts and Sciences
- CCV and UVM College of Education and Social Services
- VTC and UVM College of Agriculture and Life Sciences
- VTC and UVM College of Engineering and Mathematical Sciences
- VTC and UVM Department of Nursing
- CSC and UVM Department of Nursing
- LSC and UVM Department of Rehabilitation and Movement Science

The VSC colleges have many articulation agreements with a number private colleges and universities in the region. (See attached list.) UVM College of Engineering and Mathematical Sciences has an articulation agreement with St. Michael's College.

VSC colleges also have articulation agreements with Vermont Tech Centers that allow Tech Center students who successfully complete requirements to earn college credits while still in high school. Students can earn from three to sixteen college credits, depending on the specific agreement between the college and the tech center. (See attached list of fields of study and participating VSC colleges.)

* The following abbreviations are used in this compilation: **CCV**-Community College of Vermont; **CSC**-Castleton State College; **JSC**-Johnson State College; **LSC**-Lyndon State College; **UVM**-University of Vermont; **VSC**-Vermont State Colleges; **VTC**-Vermont Technical College.

Finally, CCV has a number of articulation agreements with VSC's 4-year colleges. (See attached list.)

- **Transfer process**
The academic deans and registrars at UVM and VSC are working to make the process of transferring academic credit between the institutions as transparent and trouble-free as possible. UVM maintains a website listing courses that have transferred in the past, and some new courses at VSC schools are vetted with UVM academic departments before being offered to ensure transferability.
- **Dual Enrollment**
VSC administers a state-funded voucher program that pays tuition for Vermont high school students to enroll in courses at Vermont public and private colleges.
- **TRIO Programs-joint activities**
The "TRIO" programs are a collection of federally authorized and funded programs that support low income and disabled students. The directors of these programs at each school meet often and share information and strategies.
- **Vermont Consortium of Academic Libraries (VCAL)**
Under the VCAL umbrella, 20 Vermont colleges, including UVM and VSC, grant borrowing privileges to faculty from other member institutions.

Personnel and Financial Administration

- **Reciprocal Tuition Remission**
A long-standing agreement between UVM and VSC allows children of full-time employees of either institution to receive free tuition at the other institution for up to 150 credit hours if they are pursuing an undergraduate degree.
- **UVM Employee Tuition Remission**
Certain UVM employee collective bargaining agreements provide that the university will pay tuition for its employees who take courses at VSC colleges if they live more than 40 miles from UVM's campus. This benefit is not reciprocal.

Operations

- **Broadband Network Connection Proposal**
UVM's EPSCoR is seeking federal funding to install a broadband connection between UVM and VSC to support science and engineering teaching and research collaborations. The link would also facilitate other communications among campuses, including video conferencing, shared files, shared services, etc.
- **Purchasing Collaborations**
VSC and UVM receive volume discounts from joint purchasing of office supplies.
- **Shared Licensing of Software Products**
VSC and UVM are working together and with the State of Vermont to achieve savings through shared purchasing of computer software.
- **Bookstore services**
UVM's bookstore provides textbook sales and service for CCV's Burlington campus
- **Vermont Campus Energy Group**
This grant-funded program, located at UVM, raises awareness of and advances energy efficiency, renewable energy, and sustainability projects at Vermont colleges and universities. UVM, CSC, JSC, LSC, and VTC are among the participating institutions.

ACADEMIC COLLABORATIONS

Agriculture

- **2+2 Farms Program**
This state-funded program provides free tuition for selected Vermont students who pledge to pursue agricultural careers in Vermont upon graduation. Approximately 20 students (5 per class) spend two years at VTC and two years at UVM, including a semester at the Miner Institute in New York. There is an articulation agreement between VTC and UVM that governs the transfer of academic credit for this program.
- **Farm Incubator Program**
VTC is working to implement a new innovative project called the Farm Incubator, which will help young farmers accumulate the necessary capital to start their own operations. UVM Extension has offered to provide faculty resources to this effort.

Education

- **Articulation Agreement**
There is an articulation agreement between CCV and UVM's College of Education and Social Services that governs the transfer of academic credit to UVM for students with an associate's degree from CCV.
- **Vermont Middle Grades Professional Collaborative**
This unique collaboration of Vermont colleges, including UVM and JSC, provides ongoing professional development and support services for teachers of 10-15 year olds and helps educators qualify for their middle grades teaching endorsement.
- **Vermont Higher Education Collaborative**
This partnership of UVM, VSC, and the state department of education makes quality preparation, training, and support programs accessible to educators in critical need areas including early childhood education, special education, and health education.
- **Vermont Mathematics Partnership (VMP)**
The VMP brings together mathematicians and educators committed to helping all children in Vermont succeed in mathematics.
- **Vermont Mathematics Initiative (VMI)**
VMI is a 10-year-old program based at UVM that supports high-quality K-8 mathematics instruction. UVM and VSC mathematics educators help teachers become mathematics leaders in their schools.
- **The Vermont Science Initiative (VSI)**
Modeled after the successful Vermont Mathematics Initiative, VSI was established to improve scientific literacy among all children through improved science instruction. UVM and VSC science educators, along with outstanding K-12 science teachers, provide course work and practical training leading to a Master of Arts in Science Education.

Engineering

- **Articulation Agreement**
There is an articulation agreement between VTC and UVM's College of Engineering and Mathematical Sciences that governs the transfer of academic credit to UVM for students with an associate's degree from VTC.

Nursing/Health Sciences

- **Articulation Agreements**

There are articulation agreements between UVM's School of Nursing and Health Sciences and VTC and CSC that govern the transfer of academic credit to UVM for students with an associate's degree in nursing from VTC or CSC. The schools have collaborated to ensure that a maximum number on non-nursing courses from the VSC colleges are comparable to UVM courses in the bachelor's degree program.

An articulation agreement is in place to facilitate the admission of LSC students to UVM's master of physical therapy program (3+3 program).

Other Academic Areas

- **Army Reserve Officers Training Corps**

The UVM Army ROTC program, located at the University of Vermont, also includes cadets from the Vermont State Colleges. Some ROTC courses are taught at the state college campuses, and VSC students may attend ROTC courses at UVM.

- **Service Learning and Student Volunteer Partnerships**

CSC, JSC, LSC, and UVM belong to the Vermont Campus Compact, a consortium of 17 Vermont colleges that promotes public service, community involvement, service learning, and informed and engaged citizenship among students and faculty.

RESEARCH and OUTREACH COLLABORATIONS

- **EPSCoR**

The Experimental Program to Stimulate Competitive Research (EPSCoR) assists the National Science Foundation (NSF) in its statutory function "to strengthen research and education in science and engineering throughout the United States..." Vermont is one of 25 EPSCoR states that distribute federal research funding to local research partners.

- **Vermont Streams Project**

This federally-funded project through EPSCoR is a collaborative effort by high schools, colleges and community partners around the state to collect and analyze water quality data on small streams.

- **Vermont Genetics Network (VGN)**

VGN is an EPSCoR-funded collaboration that focuses on biomedical research, education outreach, and infrastructure building among

Vermont colleges. Based at UVM, the network has distributed over 60% of the \$22 million in federal funds it has received to partner institutions, including CSC, JSC, LSC, Middlebury, Norwich, and St. Michael's College.

- **Vermont Climate Collaborative (VCC)**
VCC is a hub for research, information, and activity related to climate change in Vermont. The UVM president and VSC chancellor are members of the VCC, whose goals are to reduce greenhouse gas emissions and build the green economy.
- **Vermont Technology Council**
This alliance of partner organizations brings together the high quality research of the state's universities and colleges, entrepreneurial capacity of the business sector, and support and collaboration of state government. UVM and VSC are both active partners in the council.
- **Vermont Research Partnership**
UVM and VSC, along with state human services agency leaders, are collaborators in the Vermont Research Partnership, which supports research to improve the well-being of children, families, and individuals in Vermont.
- **Vermont Center for Emerging Technologies (VCET)**
VCET, an independent non-profit entity, is a leading-edge technology business incubator located on the UVM campus. Key leaders at UVM and VSC are on the board of directors of VCET.
- **Center for Research on Vermont**
Several VSC professors are members of the center and conduct historical research and teach courses at UVM. The center is exploring potential new collaborations with LSC's Institute for Northeast Kingdom Studies, and several of the center's publications are used as textbooks at JSC and CSC.
- **Vermont Transportation Research Center (TRC)**
The TRC, located at UVM, secured a federal grant to develop innovative programs to attract and retain skilled workers in the transportation sector. VTC is one of the sub-grantees in this Transportation Workforce Development Project.
- **Northern States Research Cooperative (NSRC)**
The NSRC, jointly directed by UVM's School of Natural Resources and the Hubbard Brook Project of the USDA Forest Service Northeastern Research Station, is an ongoing, federally-funded project to address the growing challenges of protecting the wild Northern Forest, which stretches from

Maine to the Adirondacks. Students and faculty from LSC have participated in the cooperative's research.

- Vermont Advanced Computing Center (VACC)
The VACC provides high-performance computing systems, programming, porting, tuning, and training services to UVM and external partners, including LSC.
- Governor's Institutes of Vermont
The Governor's Institutes of Vermont enriches the lives of motivated high school students by providing intensive, hands-on educational opportunities on Vermont college campuses. Both VSC and UVM support these programs by providing facilities and faculty resources.
- Northeast Kingdom Initiative
This collaboration among LSC, UVM Extension, grassroots community organizations and Ameri-Corps volunteers is supporting education, responding to human needs, and providing adult leadership and public safety within the Northeast Kingdom.
- Extension Conferences and Workshops
UVM Extension collaborates with VTC to produce a number of workshops, conferences, and 4-H youth events throughout the year.

November 15, 2009

**VERMONT STATE COLLEGES
ARTICULATION AGREEMENTS WITH OUTSIDE SCHOOLS
2009**

<u>VSC School</u>	<u>Outside School</u>	<u>Programs</u>
Community College of VT	Bennington College	
	Berkshire Community College	Physical Therapist Asst.
	Burlington College	All
	Champlain College	BS Accounting BS Business BS Computer Information Systems
	College of St. Joseph	BS Criminal Justice
	Goddard College	Individualized BA BA Health Arts & Science BA Education & Teacher Licensure Pgm.
	Green Mountain College	BS Business
	Ilsley Public Library	Resource sharing agreement
	Marlboro College	
	The Persons School	BS Management Information Systems
	Paul Smith's College	BS Business Management & Entrepreneurial Studies BS Hotel, Resort, Tourism Management
	Southern Vermont College	BA Business Administration BA Communications BS Criminal Justice BS Human Services BA or BS Liberal Arts
	Springfield College	BS Human Services
	Union Institute & University	Articulation agreement pending
	University of Vermont	

VSC ARTICULATION AGREEMENTS WITH OUTSIDE SCHOOLS (continued)

<u>VSC School</u>	<u>Outside School</u>	<u>Programs</u>
	Vermont Police Academy	CCV accepts transfer credits into Criminal Justice program
	Voc Rehab/Division of Blind & Visually Impaired	Interagency agreements
Vermont Technical College	Cornell University College of Agriculture & Life Sciences	BS in Agribusiness, Dairy, Horticulture
VTC (continued)	Davis & Elkins College	AS to BS
	Johnson & Wales University	Business
	Norwich University	Engineering, Architecture, MA Civil Engineering
	Quinsigamond Community College	BS Dental Hygiene
	Rochester Institute of Technology	Civil, Electrical, Mechanical Architectural, Engineering Technologies
	SUNY Institute of Technology	Computer, Electrical, Mechanical Engineering Technologies
	University of New Hampshire	Electrical & Mechanical Engineering Technology
	UVM	Civil, Computer, Electrical, Mechanical Engineering Technology, Nursing, Dairy Farm Management
	Wentworth Institute of Technology	Engineering Technologies Architecture
	UMass Lowell & Amherst	"Other on-going college relationships"
	Worcester Polytechnic Institute	"Other on-going college relationships"

VSC ARTICULATION AGREEMENTS WITH OUTSIDE SCHOOLS (continued)

<u>VSC School</u>	<u>Outside School</u>	<u>Programs</u>
	Champlain College	"Other on-going college relationships"
Castleton State College	Adirondack Community College	Bachelors of Social Work
	UVM	B.S. in Nursing
Johnson State College	Clarkson University	Masters of Business Admin.
Lyndon State College	Greenfield Community College Dean College NH Technical College-Berlin NH Technical College-Clairemont Burlington Tech	

Updated 5/19/09

VERMONT STATE COLLEGES ARTICULATION AGREEMENTS WITH TECH CENTERS 2009

Tech Center students who successfully complete requirements can earn college credits while still in high school through dozens of VSC articulation agreements statewide. Students can earn from three to sixteen college credits while still in high school, depending on the specific agreement between the college and the tech center. Availability of programs varies by location.

Community College of Vermont

Allied Health
Business
Computer Systems Management
Criminal Justice
Early Childhood Education
Graphic Design
Multimedia Communication
Network Administration

Vermont Technical College

Allied Health
Architectural Engineering Technology
Automotive Technology
Business Technology & Management

CADD/Drafting
Computer Programming/Information Technology
Electrical Engineering Technology
Diesel Power Technology
Landscape/Horticulture
Mechanical Engineering Technology

Castleton

Communication
Healthcare Careers

Johnson

Hospitality and Tourism Management
Business
Environmental Science
Performing Arts (Theater, Dance or Music)
Technical Theater

Lyndon

Visual Arts (including Graphic Design, Animation & Web Design)

revised 1/7/09

**VERMONT STATE COLLEGES
ARTICULATION AGREEMENTS WITH CCV
2009**

Castleton State College

BS Business Administration & Accounting
BS Business Administration & Marketing
BS Business Administration & Management
BA Criminal Justice
BA Education
BSW Social Work

Johnson State College

BA Elementary Education
BS Wellness & Alternative Medicine

Lyndon State College

BS Business Administration
BS Small Business Management & Entrepreneurship
BA Early Childhood Education
BA Elementary Education
BA Human Services

Vermont Technical College

BS Business Technology & Management

revised 1/22/09

Attachment 5

Format as follows: agenda followed by minutes from each meeting in chronological order

HIGHER EDUCATION TASK FORCE
APRIL 23, 2009
Governor's Conference Room
Pavilion Building Fifth Floor

AGENDA

10:00 AM	Welcome by Governor Jim Douglas Task Force Charge
10:30 AM	University of Vermont Presentation: President Dan Fogel
11:00 AM	Task Force Questions of President Fogel
11:30 AM	Vermont State College Presentation: Chancellor Robert Clarke
12:00 Noon	Task Force Questions of Chancellor Clarke
12:30 PM	Lunch Break*
1:00 PM	Committee Reconvenes: Discussion of Future Meetings

Future Meeting Schedule

May 21, 2009 1:00 PM University of Vermont (Site to be arranged)

June 4, 2009 9:00 AM Vermont Technical College (Site to be arranged)

* Lunch will not be provided. Please bring your own lunch

Meeting Minutes #1 – Higher Education Task Force

DAY/DATE	Thursday, April 23, 2009
TIME	10 a.m. – 1 p.m.
LOCATION	Governor's 5 th Floor Conference Room, Pavilion Office Building 109 State Street, Montpelier
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell, Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
GUESTS	Dan Fogel w/UVM, Bob Clarke w/VSC
STAFF	Harriet Johnson

PURPOSE: Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	10:00	Welcome by Governor– Task Force Charge	Governor Jim Douglas
2.	10:30	University of Vermont Presentation	President Dan Fogel
3.	11:00	Task Force Questions of President Fogel	Members
4.	11:30	Vermont State College Presentation	Chancellor Robert Clarke
5.	12:00	Task Force Questions of Chancellor Clark	Members
6.	12:30	Lunch Break – Lunch not provided	
7.	1:00	Committee Reconvenes: Discussion of Future Meetings	Members

1. Welcome by Governor Jim Douglas: Governor Douglas welcomed the 5 members together and expressed his appreciation for their commitment to the Higher Education Task Force. The goal is to examine the Vermont State Colleges and University of Vermont systems to determine what academic and administrative efficiencies could be achieved through their consolidation. The Governor indicated other states are dismantling and consolidating and this study is now more important than ever. He asked that everyone put their alliances and biases aside and work together. The Governor thanked Stephan Morse for chairing the task force and assured the group that he does not have a predisposition on this. After the Governor spoke, he left the meeting.

Stephan Morse took over as Chair of the Task Force and again welcomed and thanked the group. He outlined the task of the group with a goal of making higher education more efficient. To look for savings but continue to provide the best education for Vermonters. He indicated all meetings will be public and would like to hear from any interested party that wants to participate. The meetings will be held monthly. The task force will report to the Governor with its recommendations by November 15th, 2009. Stephan then introduced Dan Fogel, President of UVM for his presentation.

2. UVM Presentation: President Dan Fogel introduced himself and provided an overview of the history and mission of UVM indicating the challenges and thoughts about the Task Force.

President Fogel referenced the Smallwood Report, which was prepared in 1972 for the legislature (on file) and continued on with his presentation regarding the development of higher education (on file). President Fogel indicated the budget for UVM is \$570 million and discussed how money comes into the University. He continued to discuss economic challenges but determined to maintain enrollment. President Fogel said he would like to increase public support which will require increased commitment from students and families, and those interested in the economic future. He is looking forward to having the opportunity to hear from Vermonters on their concerns and possible solutions. President Fogel indicates a great deal is working well in higher education and hopes these strengths will be explored before any mergers are made, but will do anything to assist and cooperate in the study.

3. Task Force Questions of President Fogel: Stephan Morse thanked President Fogel and asked for ideas and efficiencies. President Fogel replied by suggesting to look at areas that are running well. He also indicated looking at high school graduates going on to college, and the number of high school graduates leaving Vermont for education. Look at redistribution of programs around the state. This will free up resources at the university and may strengthen state colleges by transferring certain programs. Feels community colleges do well preparing students when transferring to Universities.

Chair Morse asked if there is a structure where UVM and VSC can talk about these thoughts. President Fogel agreed there are ways to come together. Some joint efforts have already been done but there isn't a formal setting yet.

Bob Clarke, Chancellor of Vermont State Colleges referenced a group including former Education Commissioner and Castleton President David Wolk called the Vermont Public Education Partnership from 2000 to 2005. Chancellor Clark indicated a lot of good initiatives came from that Partnership.

Deborah McDowell asked President Fogel if the word "Vermont" appears in the UVM mission statement. It does not.

Dodie Mitchel asked what the aspirations are going forward for UVM.

President Fogel responded by saying he wants to fulfill the mission and the vision. Wants to increase quality of undergraduate education. Build a research institution for Vermont on quality undergraduate education. Enhanced focus. Perhaps send some programs to VSC so UVM can focus on their strengths.

Wants to maintain the business model by producing quality at a level that draws students to UVM. Build high quality student outcomes.

Chair Morse indicates the Task Force may want to identify areas where UVM or services could focus on particular programs as apposed to creating a commission to make sure that process is initiated. Maybe jump ahead to see how this should be identified.

President Fogel would like to think about this. He indicated he has some ideas but not ready to discuss publicly yet. Wants to be respectful to Deans and Faculty, and Trustees. Chair Morse said he appreciates President Fogel's thoughts and suggested the Task Force may need to come up with their own ideas.

Dodie Mitchel suggests hearing from other Vermonters.

President Fogel indicated many Vermonters closely follow both sets of institutions and that he could come up with a list of people who have looked at public policy in higher education. He will assemble a list of experts.

Frank Cioffi said people need to understand the physical size of UVM. Asks how UVM is doing in a competitive market. President Fogel responded that they are doing well.

Chair Morse suggests using Vermont Community College as a feeder – are there other possibilities where a student can enroll in a program, go to state college for 2 years, then transfer to the University for 2 years? President Fogel responded this might be a possibility but would need further discussion.

Dodie Mitchell suggested President Fogel look out into the future and questioned the importance of a physical plant for higher education, and how necessary is it to have a physical plant given how children are learning these days with computers and technology options. President Fogel responded that people learn in different ways using technology, but in a research university you need hands on experience (i.e. doctors, mechanical engineers, farmers or agriculture).

4. Vermont State College Presentation: Chancellor Bob Clarke presented on behalf of Vermont State Colleges (presentation on file). The five colleges making up VSC include: Castleton State College, Community College of Vermont, Johnson State College, Lyndon State College, and Vermont Technical College. He listed 6 or 7 areas where he thought there could be consolidation that would result in some cost savings and is prepared to do some more work and make specific proposals if the Task Force is interested. VSC consist of five state colleges with a budget of \$156. Chancellor Clark emphasizes that the state colleges are lean organizations and have a lot of centralizing. Discussed a consolidation and collaboration system of colleges and that there would be many benefits. Likes to keep decision making close to the employees. Chancellor Clarke wraps up – indicating he hopes the commission addresses higher education not as a private benefit but as a public good.

5. Task Force Questions of Chancellor Clark:

Chair Morse asked how do to get the two institutions to sit down and go over options. He references a higher education collaborative working group.

Chancellor Clarke says stay small. It is easy to lose focus if you get too big. It is important to have principals at every meeting. The Commissioner of Education needs to be involved and suggests having a monthly meeting with the Commissioner of Education, President Fogel and himself. The goal is to work together and enhance each institution to better serve.

It was agreed the group would like to hear from the Commissioner of Education at some point.

6. Discussion of Future Meetings

FUTURE MEETING SCHEDULE		
DATE	TIME	LOCATION
May 21, 2009	1:00 p.m.	Memorial Lounge Main Floor of Waterman Bldg. University of Vermont
June 4, 2009	9:00 a.m.	Vermont Technical College Class Room Site

HIGHER EDUCATION TASK FORCE AGENDA

May 21, 2009

Memorial Lounge (Room 338)

85 South Prospect Street

Main Floor of Waterman Building

University of Vermont

- | | |
|----------------|--|
| 12:30 | Lunch Buffet |
| 1:00 PM | Meeting Convenes |
| 1:15 PM | Current Academic Agreements between the University & VSC
Chris Lucier, Vice President for Enrollment Management, UVM
Keith Williams, University Registrar, UVM |
| 1:45 PM | Current Higher Education Collaboration Organizations/Programs
Chancellor Robert Clarke and Karrin Wilks, VSC |
| 2:15 PM | Possible Future Areas of Collaboration
Chancellor Robert Clarke and Karrin Wilks, VSC |
| 3:00 PM | General Discussion of Collaborative Programs |
| 4:00 PM | Committee Discussion of Future Meeting Dates and Testimony |
| 4:30 PM | Adjourn |

FUTURE MEETING SCHEDULE

June 4, 2009 at 9:00 at Vermont Technical College

Parking Information

The Visitors' Parking Lot is entered from College Street, just below the intersection of College and South Prospect Streets. Park your car and go to the ticket machine near the entrance. On the display, **press the button next to "MORE" several times until "5 HOURS"** (or whatever time you expect to stay) appears. **Press the button next to your time selection.** Then **press # on the keypad**, followed by the following **code: 3961811**. The word "AUTHORIZING" will appear briefly in the display, and a blue-bordered ticket will drop into the slot at the bottom of the machine. Place the ticket on the driver's side dashboard of your car.

Meeting Location

The meeting is in Memorial Lounge (Room 338) of the Waterman Building, 85 South Prospect Street, Burlington. This is the large brick building directly across College Street from the parking lot. The meeting room is on the main floor in the center of the building.

Meeting Minutes #2 - Higher Education Task Force

DAY/DATE	Thursday, May 21, 2009
TIME	1:00-4:30 p.m.
LOCATION	Memorial Lounge, Waterman Building University of Vermont Burlington, Vermont 109 State Street, Montpelier
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell, Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
GUESTS	Chris Lucier, UVM Vice President for Enrollment Management, Keith Williams, UVM Registrar, Bob Clarke, VSC Chancellor, Karrin Wilks, VSC Senior Vice President
STAFF	Harriet Johnson (absent)
PURPOSE:	Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	1:00	Meeting Convenes	
2.	1:15	Current Academic Agreements between the University & VSC	Chris Lucier, UVM Keith Williams, UVM
3.	1:45	Current Higher Education Collaboration Organizations/Programs	Chancellor Robert Clarke, VSC Karrin Wilks VSC

4.	2:15	Possible Future Areas of Collaboration	Chancellor Robert Clarke, VSC Karrin Wilks VSC
5.	3:00	General Discussion of Collaborative Programs	Members
6.	4:00	Committee Discussion of Future Meeting Dates and Testimony	Members
7.	4:30	Adjourn	Members

1. Review of Minutes of April 23, 2009: The members reviewed and approved the minutes of the meeting of April 23, 2009 as distributed.

2. Current Academic Agreements between the University & VSC: Chris Lucier, Vice President for Enrollment Management at the University of Vermont, and Keith Williams, University of Vermont Registrar, described the two ways of transferring from the Vermont State Colleges to the University.

The first is through an existing “articulation agreement,” which is an arrangement between two institutions that guarantees admission if certain criteria are met--generally, a minimum grade point average (GPA) and successful completion of a minimum number of credit hours or an associate’s degree. Articulation agreements also cover admissions procedures and specify the amount of credit that will be given at the transferring institution for courses taken at the sending institution. There are seven existing articulation agreements between VSC schools and the University. Chris Lucier distributed a chart showing the number of UVM applications, admitted students, and enrolled students from each of the state colleges for each of the last eight years. The chart shows a total of 242 VSC applicants, 162 admitted students, and 122 enrolled students for 2008. Other distributed charts show that UVM students transferring from VSC schools had similar success rates, as measured by GPAs and graduation rates, as the general UVM population.

In addition to articulation agreements, the University has a regular transfer process that allows any student with post-high school college credits to apply to the University as a transfer student. Transfer admission requirements include a minimum 2.5 GPA and completion of UVM’s high school course entrance requirements. Keith Williams explained that the faculty then determines whether and how much credit will be given for a sending school’s courses based on catalog descriptions and syllabi. He described the University’s web-accessible database of course equivalencies from sending schools around the country, including all VSC schools.

Task Force Questions of Chris Lucier and Keith Williams: Dodie Mitchel asked why the number of transfer students to UVM was not higher and whether this was an active or passive process. Mr. Lucier explained that UVM does not actively recruit students from other four-year schools. Where there is a natural progression from a two-year program, such as at CCV or VTC,

there is an active effort among admissions and career counselors at both schools to prepare students to transfer to the University. VSC Chancellor Bob Clarke noted that there are similar efforts to facilitate CCV and VTC students transferring to one of the four-year VSC schools.

Deb McDowell asked if most UVM transferees from VSC schools are admitted as third year students, and Keith Williams said it depends on how many of the sending school's credits are accepted by UVM and how many of those will satisfy course requirements for a student's particular major. In the case of articulation agreements governing specific programs, the agreement itself generally sets forth the courses needed to satisfy the requirements of the program. These agreements also contain requirements for the periodic review of course equivalencies, a process that facilitates beneficial communication between the faculties of both institutions.

Stephan Morse asked if there are opportunities to expand articulation agreements and other transfer mechanisms. Bob Clarke suggested that there are few opportunities to expand "2+2 programs," which are those specifically designed to offer the first two years at one institution followed by two years at another. VSC Chancellor-elect, Tim Donovan, pointed out that there is no transfer process among VSC schools because students are free to take courses at any VSC school, and they are completely transferrable within the VSC system. He also suggested that programs encouraging and facilitating transfer are easier to implement at a two-year school, such as CCV, where many of the students already are planning to continue their education beyond the associate's degree level.

Deb McDowell asked if UVM establishes a set number of seats for Vermonters each year. Chris Lucier said that the University establishes a "first-year target" number of Vermonters and also takes into account that 60% of transfer students are Vermonters, many of whom want to return to the state from out-of-state schools. He also indicated that UVM reaches out to Vermont students with generous financial aid packages, including the full-tuition Green and Gold Scholarship.

Deb McDowell asked whether the University has a financial goal in determining the first-year target of Vermont students. Chris Lucier said that the University's main goal is to create a premier university that will attract top students from throughout the country. This will keep Vermont's best high school students from leaving the state to attend college. Bob Clarke noted that 57% of Vermont high school students go out of the state for college and most don't return. He said that 83% of VSC's Vermont graduates stay in the state after graduation. He also said that the state's declining number of high school graduates and its below-average college continuation rate presents enrollment challenges to Vermont colleges. Dodie Mitchel pointed out that each year Vermont attracts more college students from other states to its public and private colleges than it sends out.

Frank Cioffi asked whether the portability of grants provided by the Vermont Student Assistance Corporation affects out-migration of Vermont college students. Bob Clarke said he did not think the impact was substantial because most of these grants go to neighboring states

that allow their state grants to be used at Vermont colleges. He thought only about \$2 million in VSAC grants flow to non-reciprocal states.

2. Current Higher Education Collaboration Organizations/Programs:

Bob Clarke distributed a list of 14 reports that have been prepared since 2001 on Vermont higher education and its role in the state's economic development. The "authors" include the Next Generation Commission, Vermont Business Roundtable, Vermont Commission on Higher Education Funding, Vermont Community Foundation, Vermont Workforce Education and Training Consortium, and others. Recurring themes in all the reports are that: (1) higher education institutions are critically important to the state's economic development; (2) economic development and higher education are inextricably linked; (3) there needs to be an emphasis on workforce development in higher education; and (4) the biggest problem for higher education in Vermont is a lack of funding.

Bob Clarke and Karrin Wilkes, Vermont State Colleges Senior Vice President, reviewed a memo, previously distributed to the task force, on *Collaborative Organizations in Higher Education, Past, Present, and Future*, explaining the membership of each of the groups and how they have functioned.

Task Force Questions of Bob Clarke and Karrin Wilkes: Deb McDowell suggested that the current status of two separately operating institutions could be made more efficient if some type of "micro view" or "system" could be put in place. She does not advocate doing away with individual trustees, however. Bob Clarke pointed out that UVM and VSC have very different missions and serve different populations. He suggested that a coordinating board creates its own bureaucracy that can get in the way and cause responsiveness to deteriorate. He cited potential delays in getting new programs approved as an example. He said that many of the so-called systems in neighboring states are merely operational consolidations of "back-office" administrative functions, and the only true statewide system of which he is aware is in Hawaii. Stephan Morse suggested that instead of a new bureaucracy, a better model might be to have the appropriate institutional leaders voluntarily meet to identify ways to work together.

Dodie Mitchel said she would like to explore the continuum of education with the Commissioner of Education on June 4th. In connection with that issue, Bob Clarke distributed a list of dual enrollment agreements between the Vermont State Colleges and the Vermont Technical Centers that allow tech center students to earn college credits while still in high school. The list also includes VSC articulation agreements with other colleges.

3. Possible Future Areas of Collaboration: After a break from 2:40-2:50 p.m., Stephan Morse introduced the next topic by saying that while institutional consolidation was still one of the areas of inquiry for the task force, a second area is individual programs that could benefit from collaboration between UVM and VSC. Bob Clarke passed out a list of such potential collaborations and briefly discussed each one. They included programs in: (1) agriculture; (2) education; (3) engineering; (4) health care; (5) economic development; (6) preK-16 partnership;

and (7) additional consolidated purchasing. The list also recommended a process for collaboration that would require CEOs to attend initial and sign-off meetings and to monitor implementation.

Task Force Questions of Bob Clarke: Stephan Morse asked about the possibility of consolidating administrative computer systems, but Bob Clark indicated that UVM's and VSC's current computer software systems were incompatible. When asked if the VSC system had additional capacity, Bob Clark said he would need to check, and Tim Donovan expressed concern with the possible loss of good customer service with large software systems.

In response to a question about on-line education, Tim Donovan stated that 23% of CCV's students are getting their programs completely on line. He suggested that CCV could not have experienced its recent growth rates if it had been required to build dormitory and classroom facilities for all its new students. He said CCV's continuing challenge is how to make more programs available to more people around the state.

Deb McDowell said that she still believes a statewide structure or mechanism is needed to ensure that UVM and VSC collaborate for the benefit of the state and that this will drive behavior of the institutions. She also suggested that the independent colleges should be invited to meet with the task force, and it was decided to make contact with the Association of Independent Colleges to attend future meetings.

5. Discussion of Future Meetings

FUTURE MEETING SCHEDULE		
DATE	TIME	LOCATION
June 4, 2009	9:00 a.m.	Vermont Technical College Class Room Site
July 9, 2009 (TENTATIVE)	9:00 a.m.	Vermont Statehouse, Montpelier
August 31, 2009 (TENTATIVE)	9:00 a.m.	Vermont Statehouse, Montpelier

At the June 4th meeting, the following persons have been identified as possible presenters:

- Armando Valaseca, Vermont Commissioner of Education
- David Wolk, President, Castleton State College; former Vt. Commissioner of Education
- Fred Hackett
- Lisa, Ventriss, President, Vermont Business Roundtable

The following were suggested as possible discussion items for future meetings:

- the function of a “gap year” between high school and college
- the deliberations of the H.405 working group that is charged with studying pre-K -16 education
- the possibility of merging common administrative functions at VSC and UVM

AGENDA
HIGHER EDUCATION TASK FORCE
July 9, 2009 at 9:00am
Room 10, Vermont State House
Montpelier

- | | |
|--------------|--|
| 9:00 | Task Force Convenes |
| 9:05 | Tim Donovan, Chancellor Vermont State Colleges |
| 9:35 | Scott Giles, Vice President of Policy, Planning and Research, VSAC |
| 10:35 | Susan Stitely, President, Independent College Association |
| 11:05 | Holly Tippet, Vermont Community Foundation |
| 12:05 | Lunch (not provided) |
| 12:35 | Chris Dutton, VMD & Program Director, VTC
Diversified Agriculture Program |
| 1:30 | Thomas C. Vogelmann, Dean of the College of Agriculture and Life Sciences
University of Vermont |
| 2:30 | Task Force Discussion
Set Fall Schedule & Agendas |
| 3:00 | Adjourn |

FUTURE MEETING SCHEDULE

August 31, 2009, Room 10, Vermont State House

Meeting Minutes #3 – Higher Education Task Force

DAY/DATE	Thursday, June 4, 2009
TIME	9 a.m. – 1:30 p.m.
LOCATION	Langevin House, Vermont Technical College, Randolph, VT
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell, Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
GUESTS	Ty Handy, President of Vermont Technical College Armando Vilaseca, Commissioner of Education Fred Hackett, Former Chairman of the University of Vermont Lisa Ventriss, President of the Vermont Business Roundtable
STAFF	Harriet Johnson

PURPOSE: Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	9:00	Task Force Convenes	Stephan Morse, Chair
2.	9:05	Welcome and VTC Overview	Ty Handy
3.	9:30	Commissioner of Education	Armando Vilaseca
4.	10:30	Former Chairman of the University of Vermont	Fred Hackett
5.	11:00	President of the Vermont Business Roundtable	Lisa Ventriss
6.	12:00	Lunch Break	Members
7.	12:30	Task Force Discussion	Members
8.	1:30	Adjourn	Members

- 1. Task Force Convenes:** Chairman Stephan Morse opens the meeting and welcomes the members. Review of minutes were discussed with a few changes noted.
- 2. Welcome and VTC Overview:** Ty Handy, President of Vermont Technology College welcomed the group and distributed the VTC View Book for overview of the college. President Handy proceeded to give the members an update of the college. He described VTC as mostly serving Vermonters and that most of the graduates take jobs in Vermont. Students are finding good jobs and programs are quite full. He indicated that adding some new programs might help the diversity of the college. Since 1995 VTC has been moving towards a laureate institution. VTC

also has a campus in Williston, which is the fastest growing location they have. VTC currently has 9 sites throughout Vermont.

Stephan asked the group to think about programs between the 2 institutions that may be more efficient and provide opportunities to Vermonters. Previously the group spoke about the dental program and the 2 plus 2 program as being in both schools. Are there other educational opportunities for Vermonters like those 2 examples? President Handy indicated he is very receptive to this if the program is a community or state need. The agriculture area may be an area to look at and President Handy indicated he would like to be part of that conversation if it comes up. He indicated VTC focuses on applied technology and UVM focuses on research.

Dodie Mitchel asked how well prepared are the students that go to VTC? President Handy said they were slightly or better prepared, and the students have a good work ethic. However, 40% need some form of remedial support. Dodie said we should try to do the best for the state by our students.

The group proceeded to discuss the Vermont Academy of Science and Technology (VAST) program offered at VTC. This is where the student has a chance to complete their senior year of high school and freshman year of college simultaneously at VTC. President Handy continued to explain the criteria for VAST and indicated he would like to see a Living and Learning Community for high school seniors and have specific events just for this group, creating a college environment.

Chairman Morse asked about efficiency and programs and if there is anything within the state college system that could better provide Vermont students. President Handy indicates VSC's are incredibly consolidated and efficient. A new area to explore might be library services and perhaps redundancy in other areas. Also explore geographic locations. Currently students might pick a particular course only because it is offered in their location.

3. Commissioner of Education:

Armando Vilaseca, Commissioner of Education, presented his view of this proposition. He feels it is important that students have the option of staying connected with their high school for the social aspect if they are involved in the VAST program, for example. He would like to see work continued on this type of program. However, should this only be limited to the technology centers? Financial issues are a problem. With declining student population at school level you need to reach deeper in the pool of students. Student numbers are declining. Can Vermont maintain its current number of schools? This is a challenge that needs to be faced. Need to help students with higher education choices and not limit them. The Commissioner feels there are many opportunities for working together. The Commissioner also asked the members for their support with k-12. He sees younger grades making changes but not high schools. Says DOE needs higher education collaboration to make changes so the changes can be accepted by students and parents. The traditional concept needs to be changed with support by higher education. The Commissioner admits some processes are needless and/or meaningless and

changes are needed with support of higher education. The group discussed NECAP testing and questioned whether it was meaningful for higher ed.

The group discussed looking at student teaching centers, as they are currently too spread out limiting opportunity for student teaching. Due to geographic areas, it can be economically challenging. It was agreed that teacher education programs is an area that needs to be looked at and improved. Some challenges are: the licensing board and the fact that enrollment is going down, and a need for teachers.

Chairman Morse asked about a need for a formal structure at UVM and VSC. Commissioner Vilaseca responded that there is already a formal structure.

Dodie Mitchel suggested having someone with strong leadership bring this all together. Think about someone designated just for education. Chairman Morse indicated this needs to be based on structure and not personality.

The group discussed whether there are too many teachers for declining enrollment while recognizing demographics will change.

Frank Cioffi inquired about using technology for k-12 students when teachers aren't available. The Commissioner responded by indicated it was being looked at and discussed foreign language as a model for technology. Problems may be not interactive with students, quality of program may not be as good, and bandwidth may be an issue, however, there may be future growth in special courses.

4. Former Chairman of the University of Vermont:

Former Chairman of the University of Vermont, Fred Hacket was introduced and presented his ideas to the group. Mr. Hacket said both institutions are strong and serve different constituencies over the state. He feels a merger would be a disaster for young people of Vermont and Vermont as a whole. The institutions currently offer young Vermonters choices and access in different discipline and locations. If centralized it would be a different array of students. He views that maintaining the two institutions for Vermont is the single most important action to take to ensure a prosperous Vermont in the future.

Chairman Morse indicated there has not been a lot of support for a merger, so the group is now looking at a couple programs for potential consolidation between the institutions. Mr. Hacket offered his suggestion which is for each institution to appoint a single key person. These 2 people would meet on a regular basis with an open dialogue and periodically report to the President and Board of each institution. The idea is not to have a committee or a program – just keep it simple with the 2 appointed individuals. He suggested that sometimes too many people get involved and would like to see this process kept simple without a formal reporting structure. The members expressed concern about the voice of Vermonters being heard and that k-12 was represented in these decisions. Mr. Hacket explained the 2 key people could

meet with whoever they wanted (Commissioner of Education, President and Boards of Universities, legislatures). He also says we are very fortunate to have UVM and VSC in different places, and that they are both very important institutions for the State of Vermont.

Deborah McDowell wants to assure Vermonters are being heard and considered in the decision making, and the fact that the word “Vermont” is not in the UVM mission statement concerns her. Karen Meyer indicated the mission statement was recently changed to shorten it and that the word “Vermont” had previously been part of the statement. However, “Vermont” is referenced throughout the rest of their literature.

5. President of the Vermont Business Roundtable:

Lisa Ventriss, President of the Vermont Business Roundtable was introduced and presented her thoughts to the members. She referenced a couple of reports that she will forward to the members by mail.

Ms. Ventriss discussed funding appropriations for higher education and feels it needs to be examined more closely and identify ways that this would be an improvement for students. Will the merger reach into the k-12 programs and deal with issues referenced in their report? Saving money may not be a result. She asked that the members consider students and not just tax payers. Would a merger remedy the trend of students leaving Vermont? Need to not just look at a merger to save money.

Lisa also referenced the VIGE report and asks if there a business model if the institutions merge. The VIGE report is a good reference for government efficiencies. She acknowledges there may be opportunities for shared systems. VSC has centralized their structure and this may be something to think about for a broader merger. Other things to consider include: Would these benefit employees, the students and their families? Would it benefit the funders? Will there be measurable improvement?

She also says that each institution currently has its own customers (brand), and that people might not like the change. Can you assure the same quality of program and course work with a merger?

Dodie Mitchel raised concerns about keeping students in Vermont for college and after college and feels this would be very limiting to the student. Would like to see students and/or Vermonters have an opportunity to see the world, but then come back to Vermont.

Lisa Ventriss indicated that every institution is looking at ways to expand areas to draw students in and retain them while being as flexible as possible. Students have chosen Vermont and are bonding with Vermont. We like to see retention.

Chairman Morse asked Ms. Ventriss other than a merger, what collaborations might be offered. Lisa suggests academics. It is an attribute to VSC that they are spread around the state. This

might provide an opportunity for UVM to offer courses at some of the VSC sites around Vermont.

The group also discussed concerns to assure students get the assistance they need to further their education after the 12th grade. What mechanism is available to help them? The members decided it would be good to hear from VSAC and to invite them to a meeting. Karrin Wilks also says they like to keep Vermonters in Vermont for economic development reasons.

Tim Donavon spoke briefly on the number of college presidents in state and has concern about the number of students that pursue higher education and will speak on this topic at the next meeting. The State needs to make sure young Vermonters are in a place to succeed and keep them interested. Lisa Ventriss says the business community is working with families that might never have graduated from high school. Business can play a role and help interact with those students by helping them realize services and find out what they want to do.

The members discussed a program working with students as young as 4th grade and giving them guidance on future education. They would like the message to be everyone has potential and opportunity needs to be the language of Vermont and everywhere. Need to be responsive to changing needs. The members would also like to hear from a school that has programs working with children in younger grades. Karrin Wilks suggests Champlain Valley High School. Chairman Morse says this is important information to convey but may not need to know the mechanics of this and references the Next Generation Commission.

6. Lunch

7. Task Force Discussion

Items for future agendas include:

Tim Donavan as incoming Chancellor for Vermont State Colleges.

Susan Stitley from Independent Colleges

Don Vickers from VSAC

Extension service about Agriculture programs with Chris Dutton of VTC

Dean Voglemann from UVM

Harriet will send copies of H.405 to members

Chairman Morse asked the members to start thinking about the direction of the task force as the report is due in November. Also think about who they might want to hear from at future meetings. We need to recognize the common theme of meetings and what has been discussed. Maybe a structure including institutions and education to encourage Vermonters post secondary education.

Frank Cioffi suggests inviting someone from UVM and VSC to discuss what they are doing for outreach in schools in Vermont for higher education and also career planning. Maybe invite Chip Evans for future meetings.

Deborah McDowell referenced what Commissioner Vilaseca said about not having a systemic approach to any of this. We need to address this. Look at this in a statewide perspective.

8. Adjourn

Adjourned at 1:00pm until July 9, 2009

FUTURE MEETING SCHEDULE		
DATE	TIME	LOCATION
July 9, 2009	9:00 a.m.	Room 10, Vermont State House Montpelier
August 31, 2009	9:00 a.m.	Room 10, Vermont State House Montpelier

AGENDA
HIGHER EDUCATION TASK FORCE
July 9, 2009 at 9:00am
Room 10, Vermont State House
Montpelier

- | | |
|--------------|--|
| 9:00 | Task Force Convenes |
| 9:05 | Tim Donovan, Chancellor Vermont State Colleges |
| 9:35 | Scott Giles, Vice President of Policy, Planning and Research, VSAC |
| 10:35 | Susan Stitely, President, Independent College Association |
| 11:05 | Holly Tippet, Vermont Community Foundation |
| 12:05 | Lunch (not provided) |
| 12:35 | Chris Dutton, VMD & Program Director, VTC
Diversified Agriculture Program |
| 1:30 | Thomas C. Vogelmann, Dean of the College of Agriculture and Life Sciences
University of Vermont |
| 2:30 | Task Force Discussion
Set Fall Schedule & Agendas |
| 3:00 | Adjourn |

FUTURE MEETING SCHEDULE

August 31, 2009, Room 10, Vermont State House

Meeting Minutes #4 – Higher Education Task Force

DAY/DATE	Thursday, July 9, 2009
TIME	9 a.m. – 3:00 p.m.
LOCATION	Room 10, State House, Montpelier, VT
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell, Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
GUESTS	Tim Donovan, Scott Giles, Susan Stitely, Holly Tippet, Chris Dutton, Thomas Vogelmann
STAFF	Harriet Johnson/Karen Pallas

PURPOSE: Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	9:00	Task Force Convenes	Stephan Morse
2.	9:05	Chancellor Vermont State Colleges	Tim Donovan
3.	9:35	VSAC	Scott Giles
4.	10:35	Independent College Association	Susan Stitely
5.	11:05	Vermont Community Foundation	Holly Tippet
6.	12:05	Lunch (not provided)	
7.	12:35	VTC, Diversified Agriculture Program	Chris Dutton
8.	1:30	College of Agriculture and Life Sciences, UVM	Thomas C. Vogelmann
9.	2:30	Task Force Discussion - Set Fall Schedule	Members
10.	3:00	Adjourn	

Task Force Convenes: Chairman Stephan Morse opened the meeting and welcomed members at 9:15 a.m. Chairman Morse noted that Karen Pallas would be filling in for Harriet Johnson. The minutes of the previous meeting were reviewed and accepted.

Chancellor Vermont State Colleges: Chairman Morse welcomed and congratulated Tim Donovan on his new position as Chancellor of Vermont State Colleges. Chancellor Donovan reviewed with the task force the attached 2006 NCHEMS K-16 Pipeline and 09-10 Tuition and All-Student Fees for Vermont Residents handouts. Chancellor Donovan cited what he believed to be the key issues as follows:

#1 – path of young adults – although Vermont is better than the national average, in 2014 50% of all job openings will require a degree.

#2 – Vermont access – no frills option, price structure: what’s currently available and what can we do better.

#3 – organization and innovation – we can’t do it alone / partnership is the future.

VSAC – Scott Giles: Chairman Morse welcomed Scott Giles the VP of Policy, Research and Planning for VSAC. Mr. Giles reviewed with the task force the attached handout entitled “Ensuring Vermont’s Economic Future: Investing in our Next Generation”.

Mr. Giles noted VSAC’s mission is to ensure that all Vermonters have the necessary financial and information resources to pursue education goals beyond high school. One suggestion was outreach programs to encourage and support continuing education beyond high school before a student reaches high school level. Another is to educate parents in what is available financially for their children to continue their education.

Association of Vermont Independent Colleges – Susan Stitely: Chairman Morse welcomed Susan Stitely, the president of the AVIC. Ms. Stitely noted that the AVIC represents 17 colleges and universities. AVIC enrolls 16,000 students, or 44% of all students enrolled in Vermont. 51% of the degrees awarded in Vermont each year. Currently AVIC is looking for ways of building a consortium with colleges to allow students to cross between independent colleges for a semester as well as the possibilities of independent colleges sharing faculty, programs and speaking facilities. Ms. Stitely noted that AVIC would be open to considering forming partnerships with public institutions as well.

Vermont Community Foundation – Holly Tippet: Chairman Morse welcomed Holly Tippet representing Vermont Community Foundation. Ms. Tippet reviewed with the task force the attached results of their research on the barriers that Vermont residents face when considering higher education. Ms. Tippet wanted to point out that they are not researchers and their results were a combination of existing research from sources such as the Department of Education, VSAC, UVM and Department of Labor. The goal is to identify barriers and find already existing programs.

Some discussion followed regarding the results reporting that one of Vermont’s biggest unmet challenges lies in the need to align high school standards with college readiness expectations. It was decided that VSC and UVM pull together a panel from the colleges to discuss their thoughts on this issue.

VTC, Diversified Agriculture Program – Chris Dutton: Chairman Morse welcomed Chris Dutton, V.M.D., Assistant Professor, Agriculture. Mr. Dutton shared the history of the 2+2 program and its success in bringing students back to Vermont. The program has an advisory committee that is the communicator between schools. The program also partnerships with farms. VTC has expanded to other agricultural areas offering a new bachelor’s program called Diversified Agriculture.

The main focus: small, hands on, dairy. The challenges: being an educational institution with a need to run an agricultural farm do not qualify the farm for federal aid because it is not technically a farm.

College of Agriculture and Life Sciences, UVM – Dr. Thomas Vogelmann/

UVM Extension – Dr. Douglas Lantagne: Chairman Morse welcomed Dr. Thomas Vogelmann, Dean of the College of Agriculture and Life Sciences. Dr. Vogelmann gave an overview of the college's seven departments and noted their vision for the future would be to partner with local food systems and industry, make farms more viable, be ready for fuel/diesel shortages.

Chairman Morse also welcomed Dr. Douglas Lantagne, Dean of UVM Extension, who reviewed with the task force the attached handout highlighting some of UVM Extension's key points: Cultivating Healthy Communities; Improving the Quality of Life in Vermont for Vermonters; Provides Timely, Research-based Information and Education.

Task Force Discussion: The task force agreed to set aside at the next scheduled meeting two hours to review testimony to date and review the focus/purpose of the task force.

The task force adjourned at 2:08 p.m.

FUTURE MEETING SCHEDULE		
DATE	TIME	LOCATION
August 31, 2009	9:00 a.m.	Room 10, Vermont State House Montpelier
September 28, 2009	9:00 a.m.	Room 10, Vermont State House Montpelier

AGENDA
HIGHER EDUCATION TASK FORCE
August 31 at 9:00am
Room 10, Vermont State House
Montpelier

- 9:00** Task Force Convenes
- 9:05** Task Force Deliberative Session
1. Discussion of merger of University of Vermont and State College System
 2. Discussion of governmental entity for continued collaboration
 3. Discussion of administrative consolidation
- 10:30** Break
- 10:45** Reconvene Deliberative Session
4. Discussion Further Program Consolidation
 5. Discussion of Vermont higher education further economic development goals
 6. Discussion of other areas consolidation
- 12:00** Lunch (not provided)
- 1:00** UVM-VSC panel on Education Issues
- Presenters*
- Dr. Jane Knodell, Provost, University of Vermont
Dr. Faynese Miller, Dean, College of Education and Social Services,
University of Vermont
Dr. Karrin Wilks, Senior Vice President, Vermont State Colleges
John F. Paul, Assistant Director of the Castleton Center for Schools
- 2:30** Task Force Discussion
Set Fall Schedule & Agendas
- 3:00** Adjourn

FUTURE MEETING SCHEDULE

September 28, Room 10, Vermont State House
HIGHER EDUCATION TASK FORCE

1:00 pm
August 31, 2009

Panel on Education Issues

Presenters

Dr. Jane Knodell, Provost, University of Vermont

Dr. Faynese Miller, Dean, College of Education and Social Services, University of Vermont

Dr. Karrin Wilks, Senior Vice President, Vermont State Colleges

John F. Paul, Assistant Director of the Castleton Center for Schools

Educator Quality

1. Educator preparation in Vermont
2. Professional development approaches: UVM and VSC
3. Work of the State Board of Education's Education Transformation Policy Commission

Curricular Alignment and College Readiness

1. Curricular Alignment and Communicating Expectations
2. Assessing College Readiness
3. Work of the H.405 Study Committee

Postsecondary Outcomes

1. Retention and Graduation Rates
2. Job Placement and Continuing Education

Meeting Minutes #5 – Higher Education Task Force

DAY/DATE	Monday, August 31, 2009
TIME	9 a.m. – 3:00 p.m.
LOCATION	Room 10, State House, Montpelier, VT
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell, Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
PRESENTERS	Dr. Jane Knodell, Dr. Faynese Miller, Dr. Karrin Wilks, John F. Paul
STAFF	Harriet Johnson/Karen Pallas

PURPOSE: Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	9:00	Task Force Convenes	Stephan Morse
2.	9:05	Task Force Deliberative Session	Members
3.	10:30	Break	
4.	10:45	Reconvene Deliberative Session	Members
5.	12:00	Lunch (not provided)	
6.	1:00	UVM-VSC panel on Education Issues:	-- Dr. Jane Knodell, Provost, University of Vermont -- Dr. Faynese Miller, Dean, College of Education and Social Services -- Dr. Karrin Wilks, SVP, Vermont State Colleges -- John F. Paul, Assistant Director of the Castleton Center for Schools
7.	2:30	Task Force Discussion	Members
8.	3:00	Adjourn	

Task Force Convenes: Chairman Stephan Morse opened the meeting and welcomed members at 9:10 a.m. The minutes of the previous meeting were reviewed and accepted.

Task Force Deliberative Session:

1. **Discussion of merger of University of Vermont and State College System.** After a lengthy discussion, it was agreed that at this point the Task Force is not advocating for a merger. Some of the deciding factors were:
 - Each organization has unique offerings with collective goals that compliment each other yet they are different and would not be a benefit to merge at this time.
 - No financial savings to merge.
 - Cost difference between UVM and State College System. Pay scale for attending would be more expensive if merged.
 - VSC's Vermont student enrollments tend to be first generation Vermonter and live locally while UVM's Vermont student enrollments are more multiple generations.
2. **Discussion of governmental entity for continued collaboration.** After some discussion it was decided that the Task Force should recommend formally, rather than just encourage, continued collaboration between UVM and VSC. The Task Force felt that a strong leader would be needed to ensure and develop specific goals so that recommendations don't end up on the shelf. The Task Force would like to hear directly from Dan Fogel, the president of UVM, and Tim Donovan, the Chancellor of VSC, what they might recommend as far as structure. It was also suggested that a funding incentive through legislation be considered.
3. **Discussion of administrative consolidation.** After a brief discussion it was decided to re-look at administrative consolidation after a formal structure is established.
4. **Discussion of further program consolidation.** After some discussion it was noted that there are already areas where UVM and VSC currently do collaborate as far as programs such as the agricultural 2x2 program. Areas that further consolidation might be explored are: nursing, engineering, land grants, healthcare, and economic development.
5. **Discussion of Vermont higher education further economic development goals.** There was discussion regarding business communities working closely with schools/students as a teaching tool to prepare students for the workforce as well as encouraging higher education through internships. Vermont Agency of Commerce and Community Development, Vermont Manufacturing Extension Center and Vermont Small Business Development Center currently do a good job in these areas but we need to expand better throughout the State. The goal is for students to be well-rounded and ready for the workforce.
6. **Discussion of other areas consolidation.** After some discussion, the following points were made:
 - Re-look at the way children learn now as a tool to consolidate in the future.

- When discussing funding, we need to determine what the future might look like as far as learning tools, workforce needs, etc.
- The Task Force will consider including in their report a recommendation for a broader strategic planning vision through a six-person board. This board would include members of current boards.

Future Discussion Notes:

- VSC/UVM: bulleted list – What is being done now?
- Review previous list from Bob Clarke.
- Presenters from VSC/UVM for discussion on Nursing and Engineering.
- Presenters for discussion on Vermont Technology Council.
- Summary from VSC/UVM of what they envision could be further collaborated.

Other Notes:

- Attached for reference is a memo from VSC Chancellor Tim Donovan and UVM President Dan Fogel in response to questions on Funding Vermont Higher Education at National Average.
- Attached for reference is a memo from VSC Trustee Gary Moore in response to questions raised at the July 9 meeting referencing how VSC determines if a course should be cancelled.
- Attached for reference is a memo from UVM Chairman Ian Boyce in response to questions raised at the July 9 meeting referencing UVM's academic program review process.

UVM/VSC panel on Education Issues:

Chairman Morse welcomed the presenters from both UVM and VSC. There were three areas addressed: Educator Quality, Curricular Alignment and College Readiness, and Postsecondary Outcomes.

Dr. Faynese Miller, Dean/College of Education and Social Services/UVM, reviewed with the Task Force the attached Preparing High Quality Educators for 21st Century Schooling report. Dr. Miller referenced details of institutional standards on the national and state level as well as Vermont programs approved for the preparation of educators from the report. Dr. Miller noted that national accreditation is important to UVM and students graduating carry this accreditation with them when employed outside of the State. Dr. Miller also noted that UVM performance indicators show that UVM's pass rate either met or exceeded State standards.

John Paul, Assistant Director/Castleton Center for Schools, discussed with the Task Force its primary purpose to support schools with programs tailored to the needs of those working in the schools in today's demanding conditions. Castleton Center for Schools currently collaborates with the following: Patricia A. Hannaford Career Center SD, Vermont Technical College, Mt. Abraham Union High School, Vergennes Union High School, Castleton State College and Vermont Institutes. John cited an example of this effort between Castleton Center and

Hannaford Career Center. John also noted that the program works because Castleton Center listens and responds to the needs of teachers and schools as well as the respect which is shown for teachers and administrators.

Dr. Jane Knodell, Provost/UVM, and Dr. Karrin Wilks, Senior Vice President/Vermont State Colleges discussed some of the options available for high school students to prepare them for higher education such as:

- Guaranteed Admission Program for students not prepared for admission to a degree program.
- Dual Enrollment which is a statewide program for high school students to access one course with tuition fully reimbursed by Next Generation funds.
- Summer Enrichment Summer Program for low income and first-generation incoming freshman.

Dr. Wilks also reviewed with the Task Force the attached handouts in detail relating to retention and graduation rates. It was noted that student's first year matters a lot in terms of student retention and graduation.

The Task Force adjourned at 2:50 p.m.

FUTURE MEETING SCHEDULE		
DATE	TIME	LOCATION
September 28, 2009	9:00 a.m.	Room 10, Vermont State House Montpelier
October 7, 2009	9:00 a.m.	Room 10, Vermont State House Montpelier

AGENDA

HIGHER EDUCATION TASK FORCE

September 28 at 9:00am
Room 10, Vermont State House
Montpelier

9:00

Nursing Discussion:

VSC Presenters: Anna Gerac, RN, MSN; Director of Nursing Education Programs, Vermont Technical College
Dr. Josph Mark, Academic Dean, Castleton

UVM Presenter: Dr. Patty Prelock, Dean of the College of Nursing and Health Sciences

10:00

Engineering Discussion:

VSC Presenters: Dr. John Kidder, Associate Professor of Mechanical Engineering, Vermont Technical College

UVM Presenter: Dr. Domenico Grasso, Dean of the College of Graduate Studies and Vice President for Research (former Dean of the College of Engineering and Mathematical Science)

11:00

Vermont Technology Council Discussion:

Dr. John Evans, Vice Chairperson, Vermont Technology Council
Dr. Domenico Grasso, Dean of the College of Graduate Studies and Vice President for Research

Bob Zider, Vermont Manufacturing Extension Center
Dr. Judith Van Houten, Vermont EPSCOR Program
Lenae Quillen-Blume, Vermont Small Business Development Center
David Bradbury, Vermont Center for Emerging Technologies
Dr. Paul Hale, Vermont Technology Council

12:30

lunch / not provided

1:00

Task Force Discussion

FUTURE MEETING SCHEDULE

Wednesday, October 7, 2009, 9:00 a.m. Room 10, Statehouse, Montpelier
Meeting Minutes #6 – Higher Education Task Force

DAY/DATE	Monday, September 28, 2009
TIME	9 a.m. – 3:00 p.m.
LOCATION	Room 10, State House, Montpelier, VT
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell (not present), Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
PRESENTERS	<p>VSC – Anna Gerac, RN, MSN, Director of Nursing Education Programs, Vermont Technical College; Dr. Joseph Mark, Academic Dean, Castleton; Dr. John Kidder, Associate Professor of Mechanical Engineering, Vermont Technical College</p> <p>UVM – Dr. Patty Prelock, Dean of the College of Nursing and Health Sciences; Dr. Domenico Grasso, Dean of the College of Graduate Studies and VP for Research</p> <p>Vermont Technology Council – Dr. John Evans, Vice Chairperson, Vermont Technology Council; Dr. Domenico Grasso, Dean of the College of Graduate Studies and VP for Research; Bob Zider, Director/CEO, Vermont Manufacturing Extension Center; Dr. Judith Van Houten, Vermont EPSCOR Program; David Bradbury, Vermont Center for Emerging Technologies; Dr. Paul Hale, Executive Director, Vermont Technology Council; Linda Rossi, Assistant State Director, Vermont SBDC; Mark Blanchard, Technology and Commercialization Advisor, Vermont SBDC; Dr. Chris Allen, President, Vermont Academy of Science and Engineering</p>
STAFF	Harriet Johnson/Karen Pallas

PURPOSE: Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	9:00	Task Force Convenes	Stephan Morse
2.	9:05	Nursing Discussion	VSC and UVM Presenters
3.	10:30	Engineering Discussion	VSC and UVM Presenters
4.	11:00	Vermont Technology Council Discussion	Vermont Technology Council Presenters
5.	12:30	Lunch (not provided)	
6.	1:00	Task Force Discussion	Members

Task Force Convenes: Chairman Stephan Morse opened the meeting and welcomed members at 9:10 a.m. The minutes of the previous meeting were reviewed and accepted with the correction of a typo.

Nursing Discussion: Representatives from Vermont State Colleges and the University of Vermont presented an overview of their respective nursing programs and collaboration possibilities as detailed in the attached handouts. The following points were made:

Differences:

- VSC programs offered LPN and Associate Degrees while UVM programs offered Bachelor and Master of Science Degrees.
- Accrediting body – VSC has NLNAC and UVM has CCNE
- Salary structure

Similarities:

- Shortage of nursing faculty
- Age of students interested in nursing program has changed (older)

Collaboration:

- Articulation agreements already exist to provide seamless transitions from VSC to UVM
- Faculty with an under load might be able to fill in gaps
- Practical training

Engineering Discussion: Representatives from Vermont State Colleges and the University of Vermont presented an overview of their respective engineering programs and collaboration possibilities. The following points were made:

Differences:

- Degree programs

Barrier:

- Some students prefer to work rather than continue education
- Students have different interests
- Little interaction with high schools

Collaboration:

- Research projects
- Workforce development
- Reaching out more to industries

Vermont Technology Council Discussion: Representatives from Vermont Technology Council reviewed with the Task Force the council's overall plan which is to bring together the high-quality research of Vermont colleges and universities with the entrepreneurial capacity of Vermont's business sector and the support and collaboration of state government in ways that would benefit Vermont's economy and all Vermonters as described in detail in the attached handout.

Representatives from Vermont Technology Council's partnering organizations also shared with the Task Force their like goals and collaboration efforts as described in detail in their attached handouts.

Task Force Deliberative Session:

It was agreed that the Task Force had heard enough testimony to begin preparing a final report. Chairman Morse introduced Seth Bowden, Director of Business Development /GBIC who will assist the Task Force in drafting the final report.

Chairman Morse handed out to the Task Force a draft report outline (attached) for review and recommendations. Overall the Task Force liked the outline draft. The following comments/recommendations were made:

- I – Introduction
 - Remember to recognize all the time and effort in these discussion VSC and UVM have given.
- II - Merger Recommendation/Decision:
 - Recognize different clients served
 - Little competition, more complimentary
 - No cost savings
 - Serve different areas of interest
 - Currently offers opportunities for all of Vermont
 - Already receive cost savings for purchasing in large quantities
- III – Current Areas of Collaboration
 - Note that there is currently meetings and collaboration between VSC and UVM and site references
- IV – Governance (move this to II spot on report)
 - Look at funding K-16 rather than K-12 as students need this education to succeed now.
 - Encourage continued collaboration by obtaining commitment in writing.
- V – Possible Areas of Collaboration
 - Okay with current suggestions: Agriculture, Education/Social Services, Nursing, Engineering, Technology, Administration, Other.
- Comments: It was suggested that the Task Force be careful on setting a directive without a pathway.

Other Notes:

- Attached for reference are memos from VSC Chancellor Tim Donovan and UVM President Dan Fogel in response to requested commentary on proposed structure for collaboration from their prospective.

The Task Force adjourned at 2:10 p.m.

FUTURE MEETING SCHEDULE		
DATE	TIME	LOCATION
October 26, 2009	9:30 a.m.	Room 10, Vermont State House Montpelier

AGENDA
HIGHER EDUCATION TASK FORCE
October 26, 2009 at 9:30am
Room 10, Vermont State House
Montpelier

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| 9:00 | Task Force Convenes |
| 9:05 | Task Force Working Session on Report
(working draft and outline to be passed out at meeting) |
| 3:00 | Adjourn |

FUTURE MEETING SCHEDULE

To be determined

Meeting Minutes #7 – Higher Education Task Force

DAY/DATE	Monday, October 26, 2009
TIME	9:30 a.m. – 3:00 p.m.
LOCATION	Room 10, State House, Montpelier, VT
CHAIR	Stephan Morse
MEMBERS	Deborah McDowell, Dorothy Mitchel
EX OFFICIO MEMBERS	Frank Cioffi for Ian Boyce, Gary Moore
STAFF	Harriet Johnson/Karen Pallas
PURPOSE:	Vermont State Colleges and University of Vermont Consolidation Task Force

Item Number	Time	Item Description	Presented By
1.	9:30	Task Force Convenes	Stephan Morse
2.	9:35	Working Session on Draft Report	Members
3.	1:50	Task Force Adjourned	

Task Force Convenes: Chairman Stephan Morse opened the meeting and welcomed members at 9:35 a.m. The minutes of the previous meeting were reviewed and accepted.

Task Force Working Session:

A current list of partial collaborations between UVM and VSC was distributed. It was noted by all that the process of compiling such a list shows a great deal of collaborations already exists between UVM and VSC.

Chairman Morse thanked Seth Bowden for a job well done on the first draft of the Task Force report.

The draft report was reviewed with the Task Force, UVM representatives and VSC representatives. Other than minor edits to the draft, the following areas were discussed:

- State Funding of Higher Education section: include a paragraph regarding capital construction and improvement funding noting the state's contribution is only a fraction of institution budgets.
- State Funding of Higher Education section: emphasize that the Task Force is not recommending additional appropriation funding.

- State Funding of Higher Education section: make note that public policy has been to fund K-12 at higher levels than public universities and colleges and point out the consequences.
- State Higher Education Planning and Collaborative Entities section: indicate why Vermont Higher Education Planning Commission was abolished in 1991.
- State Higher Education Planning and Collaborative Entities section: note the Task Force suggestion that the Act 38 working group and Education Transformation Policy Commission consider this report and recommendations in their studies.
- Merger section: although a merger is not recommended at this time, make note that this process has been a valuable exercise and has brought into light many existing collaborations between UVM and VSC.
- Merger Alternatives section: note that the Task Force endorses a memorandum of understanding between UVM and VSC to be reviewed by the president/chancellor and their board of trustees to continue discussions of collaboration and report annually to the Governor and the Commission on Higher Education Funding. The state Commissioner of Education shall be included in collaborations involving K-16.
- Areas of Possible Future Collaboration section: reference the partial list of collaborations handed out in the beginning of the meeting in this section.
- Areas of Possible Future Collaboration section/Administration: note that the Task Force encourages the use of common educational technologies for future collaboration/cost savings when possible.
- Conclusion section should note following:
 - appreciation to the Governor
 - appreciation of educational opportunities available because of the two institutions
 - recognition of the many existing collaborations
 - findings and barriers
 - reason for not recommending merger

Seth will redistribute a new draft to Task Force members before the next meeting.

Discussion followed regarding process for a public forum to allow public comment on the report. It was agreed that the Task Force would hold a public forum November 5 at 10:00 a.m. at the Community College of Vermont conference room located on 660 Elm Street in Montpelier. An advisory would be sent out and the forum warned.

The Task Force adjourned at 1:50 p.m.

PUBLIC FORUM SCHEDULE		
DATE	TIME	LOCATION
November 5, 2009	10:00 a.m.	Community College of Vermont conference room, 660 Elm Street, Montpelier

AGENDA
HIGHER EDUCATION TASK FORCE
November 5, 2009 at 10:00 a.m.
Community College Conference Room
660 Elm Street, Montpelier

- 10:00 a.m.** Hearing Convenes
 Public Comment on Draft Report
- 11:00 a.m.** University of Vermont and Vermont State Colleges Comment
- 11:30 a.m.** Task Force Discussion
- 12:00 p.m.** Adjourn

Note: There will be a two-week public comment period following this hearing. The Task Force will take final action on the report following the comment period.